

*Glacier Unitarian
Universalist
Fellowship*



P.O. Box 2778
Kalispell, MT 59903

www.glacieruu.org

Policy Manual

Latest revision date

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This document contains all changes and information current as of the above date. However, because changes can occur frequently, the most current information is posted in our on-line resource page that may be accessed by going to www.glacieruu.org then clicking on our pianist's name badge in the photo montage at the top of the page. (This is a hidden link that will take you to the resource page).

GLACIER UNITARIAN UNIVERSALIST FELLOWSHIP

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Introduction:

This policy manual has been developed in an effort to establish a coherent policy that will transcend changes in the various offices and personnel from year to year, without the necessity of “reinventing the wheel”. It is meant to be a dynamic guide that can be easily modified as better ways of doing things are developed. We have as our basic primary guide the UU Principles and Purposes, our own GUUF “Who We Are” statement, and our bylaws - all designed to be broad in scope, but lacking the specificity needed for management of the organization.

The Unitarian Universalist Principles and Purposes:

We, the member congregations of the Unitarian Universalist Association, covenant to affirm and promote:

The inherent dignity and worth of every person;

Justice, equity and compassion in human relations;

Acceptance of one another and encouragement to spiritual growth in our congregations;

A free and responsible search for truth and meaning;

The right of conscience and the use of the democratic process within our congregations and in society at large;

The goal of world community with peace, liberty, and justice for all;

Respect for the interdependent web of all existence of which we are a part.

The Glacier Unitarian Universalist Fellowship “Who We Are” Statement:

Who we are...

We are a welcoming, supportive fellowship that nurtures the spiritual, intellectual and social needs of our members of all ages through the open inquiry into inspirational experiences, diverse beliefs, and religious traditions.

Section I

*The Bylaws of the Glacier Unitarian-
Universalist Fellowship.*

**BYLAWS of the
GLACIER UNITARIAN UNIVERSALIST FELLOWSHIP**

Kalispell, Montana

ARTICLE I. NAME

The name of this religious society shall be the **Glacier Unitarian Universalist Fellowship** of Kalispell, Montana.

ARTICLE II. PURPOSE

In the discipline of Truth, irrespective of its source, and in the spirit of universal community, undivided by national origin, race, or creed, we unite to strengthen our convictions in the value and need for liberal religion, and to give expression to these convictions.

ARTICLE III. MEMBERSHIP

Any person may become a voting member of this Fellowship who is in sympathy with its Principles and Purposes, who has accepted the GUUF bylaws, and signed the Membership Book. Any person who has attended at least one meeting and who has made a contribution sufficient to meet at least our per-member obligation to the denominational affiliation organizations (listed in Article IV), will continue to be listed as a member at the beginning of each new fiscal year. This contribution must be paid by December 31 of the current fiscal year to be included in the annual report to the UUA and MDD.

Glacier Unitarian Universalist Fellowship declares and affirms its intention to promote the full participation of persons in all of its activities, and thereby does not discriminate against any person on the basis of race, color, sex, disability, sexual orientation, age, national or ethnic origin, marital status, or language, and does not require adherence to any particular interpretation of religion or to any particular religious belief or creed.

ARTICLE IV. DENOMINATIONAL AFFILIATION

This Fellowship shall be a member of the Unitarian Universalist Association (UUA), the Mountain Desert District (MDD), and the Montana Area Unitarian Universalist Association (MAUUA).

ARTICLE V. MEETINGS

The regular meetings of the Fellowship shall be determined by the Fellowship itself, or by any person and persons designated by it. The Annual Meeting shall be held each year in the month of April or May, at such time and place as shall be fixed by the Steering Committee. Meetings may be called by the Steering Committee, and special meetings may be called by

written request of any five Fellowship members. The business to be transacted shall be mentioned in the call to the special meeting. Thirty percent of the membership shall constitute a quorum, and a two-thirds vote of those present and voting is required to transact any business.

ARTICLE VI. Officers

At each Annual Meeting there shall be elected a President, a Vice President, a Secretary, a Treasurer, and committee chairs, all of whom shall hold their offices for one year until their successors have been elected and qualified, and who shall perform the duties pertaining to these offices. These officers shall constitute the Executive Committee, and with the committee chairs shall constitute the Steering Committee. The President shall not have a vote on the Executive Committee or the Steering Committee unless it becomes necessary to resolve a tie. A quorum of the Executive Committee is three of the 4 officers. A Nominating Committee of three members shall also be elected at the Annual Meeting. (The Nominating Committee is considered a “special” committee and does not have a seat on the Steering Committee. See Article VII below.) No person shall hold the same office longer than three consecutive terms. The Executive Committee shall have general charge of the property of the Fellowship, and in conjunction with the Steering Committee conduct all of the Fellowship’s business affairs it may deem necessary until the next general meeting. The Executive committee may fill Executive Committee vacancies, and persons so appointed shall serve until the next Annual Meeting. All officers shall be voting members of the Fellowship. Co-chairs and co-officers may be elected or appointed, particularly when one person may be away for part of the year. However, each office or committee has only one vote on the Executive or Steering Committee.

ARTICLE VII. Steering Committee

The GUUF Steering Committee is open to all who attend. Steering Committee meetings will be called by the President as needed, generally once per month.

The Steering Committee is composed of the four elected officers, President, Vice President, Secretary, Treasurer, and the chairpersons of the standing committees. The Steering Committee may create and eliminate standing and special committees as needed. The chair of a newly created *standing* committee becomes a voting member of the steering committee, but a chair of a *special* committee does not. The chair person of a standing committee must be a member of GUUF. When unable to attend a Steering Committee meeting, the chairperson may designate a member of his or her committee to vote as proxy (since this proxy is not a permanent arrangement, the proxy does not have to be a member of GUUF.) The Steering Committee may fill Steering Committee vacancies (but not the officers of the Executive Committee vacancies), and persons so appointed shall serve until the next Annual Meeting.

A quorum consists of 50% of the Steering Committee members. The President is the nominal chair of the committee; if he/she is absent, then the Vice President becomes the chair. In the event both are absent, then the Secretary becomes the chair. The chairman does not vote except to break a tie. Although all who attend may speak, voting and motions are restricted to the Steering Committee members.

ARTICLE VIII. Fiscal Year

The fiscal year shall end June 30 – the same date as for the Unitarian Universalist Association.

ARTICLE IX. Amendments

These bylaws, so far as allowed by law, may be amended, or replaced, at any meeting of the Fellowship by a two-thirds vote of those members present and voting. Notice of any proposed change shall be contained in the call to the meeting.

ARTICLE X. Dissolution

Should this Fellowship cease to function and the membership vote to disband, any accrued assets of the Fellowship will be assigned to the Unitarian Universalist Association, to be used for the extension of liberal religion.

(These bylaws were adopted July 1964, amended Nov. 10, 1965, April 13, 1966, May 1991, February 8, 2001, and February 28, 2001)

Amended and adopted this _____ day of _____, 2006 by

Ross G. Anderson, President

M. Kasey Kephart, Secretary

Section II

General Policy Section

These are general policies that have been adopted by the Executive Committee and/or the Steering Committee over the years. (To change, add, or delete a policy requires a vote by the Steering Committee.)

Membership Policy:

In order to become a voting member of GUUF, one must read and agree with the GUUF bylaws, generally agree with the UUA Purposes and Principles, and sign our Membership Book. Folks who initially sign this book will be recognized as active members of our Fellowship. However, in order to maintain an active membership, it is also required that each member attend at least one service per fiscal year, and provide a financial contribution sufficient to at least meet GUUF's per-member obligation to UU-affiliated organizations (these being the Unitarian-Universalist Association in Boston (UUA), the Mountain Desert District regionally (MDD), and the more local Montana Area UU Association (MAUUA) as determined by the Treasurer on an annual basis. An in kind contribution can substitute for the membership contribution subject to the approval of the President.

Each year, the GUUF Treasurer establishes a "fair share" per member contribution, an amount based on a projected budget that includes all our expenses: building and upkeep expenses, taxes, phone, religious education, affiliated organization dues, visiting ministers, speaker honoraria, sitters for the young folks, and much more.

All non-members are welcome at all our services and events and may serve on any committee. (Since voting is restricted to members, a non-member cannot serve as an officer or a standing committee chair.)

Honoraria:

Fees will be paid as follows: \$75.00 for individual local speakers and \$100 for local panels. Fees in excess of this will be approved ahead of time by the Executive Committee. Travel time for out-of-town speakers will be negotiated by the Program chairperson who will report the outcome of the negotiations to the Treasurer and the Executive Committee.

Use of GUUF Banner:

There are times when it would appear desirable to have an "official" GUUF presence at an event, particularly when social justice issues are involved (attending a Lesbian and Gay Pride parade or a reproductive rights march, for example). However, at potentially controversial events the Executive Committee will need to approve of the use of the GUUF banner. In case there is too little time for an Executive Committee meeting before such an event, the President (or another Executive Committee member in the President's absence) must contact other Executive Committee members by phone or e-mail and vote on the matter.

Building Use Policy:

In general, any use of the building for anything other than fellowship-scheduled events will be scheduled in advance with the chairperson of the Buildings and Properties Committee, or the Fellowship President. Clearly, the fellowship has priority use of the building. The renters in our apartment and shop need to be informed about other building use.

Those using the building must leave the building in the condition they found it in. Lists of clean-up tasks are posted in the building. Fellowship members may unlock the building for their own events. Non-fellowship members will need to have a member of the Fellowship unlock the building for them and show them around. A key may be provided if necessary, which will require a deposit.

There will be five basic categories for facility use:

1. One-time use by fellowship members for some other organization's meeting or for social occasions is free.
2. A fellowship member hosting an event. Generally this will be free, but is subject to approval and review by the Building and Properties Committee.
3. A fellowship member scheduling regular monthly or weekly use of the building for a meeting by another public service organization. Generally there will be nominal fee (see rental rates below), but use is subject to approval and review by the Building and Properties Committee.
4. Non-fellowship member wishing to rent the building for a one-time event or scheduling the building for regular use. Base rate will apply, and a deposit of \$50 will also be required. (Also a key deposit is required if a key is given to the renter).
5. There may other longer-term facility proposals, e.g. schools, another church, etc. Rental terms and conditions will be approved by the Steering Committee.

All events should be scheduled in advance and meetings be ended by 10 p.m. as a courtesy to our apartment renter. Facility users will treat all property with respect. Trash resulting from activities will be removed, and all areas used shall be left clean and tidy as specified in the janitor's guidelines posted in the building. If this condition is not met, GUUF will secure janitorial services and the charge will be taken out of the deposit or charged to the facility host. Upon leaving the building, all windows will be shut, lights turned off, heat readjusted to appropriate settings, and doors locked.

Rental rates:

\$50 a day for full day use.

\$25 for any part of a day or evening less than 4 hours in length.

\$15 for a short, regular monthly use of the building in the evening.

Deposits:

\$50 for category 4 use.

\$ 25 key deposit

Building Use Rental Agreement

Between

Glacier Unitarian Universalist Fellowship (GUUF)

And _____ (named party)

For the specific time period _____ on this specific day _____ the Glacier Unitarian Universalist Fellowship will provide space to the above named party. The space to be used will be:

The named party to this agreement shall not conduct, or allow to be conducted, by any employee or affiliate, any activity or event that may be counter to GUUF's mission and ministry or that could damage the good name of GUUF or conflict with GUUF scheduled usage.

A specific contact person from GUUF will be appointed as liaison and will be responsible for any arrangements involved in making this rental agreement workable. The GUUF liaison will see that the lease is signed, the deposit and rent collected, a tour of the building given to the leasing organization or individual, and the deposit returned if the building is left in good shape following the event.

Renters will treat all property with respect. Trash resulting from activities will be removed, and all areas used shall be left clean and tidy as specified in the janitor's guidelines posted in the building. If this condition is not met, GUUF will secure janitorial services and the charge will be taken out of the deposit. Upon leaving the building, all windows will be shut, lights turned off, heat readjusted to appropriate settings, and doors locked.

The agreed upon fee for the above facility will be set at \$50 per day or \$25 per event less than 4 hours in length. A \$50 deposit fee will also be charged organizations that have no GUUF members. Fee agreed upon for this event:

This lease contains the entire agreement between the parties hereto and cannot be modified, changed or altered in any respect except in writing signed by the parties hereto. In the event of any termination of this lease for any cause except an unremedied default, all liability for the payment of rent shall cease and terminate upon payment prorated to the date of such termination.

Time shall be, and is hereby declared, to be of the essence of this agreement and the terms, covenants, and conditions hereof shall be binding upon the respective parties hereto.

Glacier UU member: _____ date _____

Named party: _____ date _____

Section III

III-A The Executive Committee

III-B The Standing Committees

Officers and Committees

An organization such as GUUF would never succeed without volunteer help. We strongly encourage everyone to select one or more volunteer tasks which interest you in order to lighten the load of those in leadership roles, or get involved in leadership. We have many successful leaders who are relatively new to our congregation. In this manual we have attempted to present committee and job descriptions in order to help make volunteer choices more understandable. Although some of the descriptions below may seem daunting, we have included those fine points in order to make it possible for our organization function as a integrated entity. They are intended as a guideline and may be added to or amended as our needs change.

Committee chairs and/or co-chairs of each of the standing committees are voting members of the Steering Committee and are obligated to attend the monthly Steering Committee meeting. In the event a chairperson cannot attend, then it is strongly suggested that they appoint a proxy from their committee and so inform the Steering Committee chair. In the event a proxy cannot be arranged, then a written or verbal report to the Steering Committee chair should be made.

A special committee's chairperson obligation to attend a Steering Committee meeting depends upon the reason it was created. For example, a nominating committee may have no function or anything to report until the annual meeting nears.

SECTION III-A

THE OFFICERS (EXECUTIVE COMMITTEE)

PRESIDENT:

The President is elected annually by the membership, and is the chief coordinator, communicator, and delegator. The President encourages and mentors volunteer leadership in the congregation and is responsible for ensuring that all the components are fitting together and working smoothly. The President:

- Calls regular meetings of the Steering Committee (with other people included as necessary) in order to plan, coordinate operations, and keep communications open. The president serves as chair of the Steering Committee and the Executive Committee. A Steering Committee meeting should occur at least every month; an Executive Committee meeting will be called only rarely.
- Has general oversight responsibility for all committee chairs, clarifies the tasks of each committee, supports the work of each committee, ensures that each committee has the resources to accomplish its tasks, and sees that the mission of each committee is accomplished.
- Helps organize, secures dates for, and leads the Annual Meeting and other business meetings during the year as needed. Signs amendments and changes to the bylaws that have been approved by the congregation.
- Speaks for our congregation to the wider community. It is very important, particularly in a community crisis situation when there is no time to consult, that our congregation has a spokesperson who speaks for the Fellowship. Less critical spokesperson tasks can be delegated as the President sees fit.

VICE PRESIDENT:

The Vice President assists the President in supporting the work of all standing committees, fills in for the President during his/her absence, and performs other duties as may be assigned by the President. This person must be ready to stand in for the President on little or no notice, and will be the spokesperson for the Fellowship in the President's absence. In addition, the Vice President shall perform such duties as may be specified by the Steering Committee.

SECRETARY:

The Secretary:

- Takes notes and keeps a record of each Steering Committee meeting's resolutions and other business, records the proceedings of the Annual Meeting and other special meetings, and distributes copies as appropriate.
- Maintains a written record of changes and amendments to the GUUF bylaws, edits and signs each revision to the bylaws.

- Maintains a liaison with the Montana Secretary of State to ensure that our certificate of incorporation remains valid. The secretary will file any annual reports required by the State of Montana to maintain our charter. (At the point of this writing, we are not sure if we have or need a State charter. If the secretary determines we don't need a charter, this paragraph is inapplicable.)
- Picks up and sorts mail frequently and distributes as appropriate. Retains and answers any correspondence that is appropriate to the office of secretary. If he/she is unable to deal with any particular correspondence, the secretary will delegate someone to deal with it and then follow up to make sure it gets done.
- Maintains the bulletin boards, particularly the general interest board.
- Maintains the name badges, printing new ones, purging the old ones, and keeping the board neat. Whenever we have a visiting speaker, makes a name badge for that speaker. Makes sure that supplies such as slap-on labels, Sharpies, Velcro, etc., are on hand.
- Updates our UUA and MDD information. Every year the UUA and MDD sends out a form that must be filled out to maintain our membership in the UUA. It is the responsibility of the secretary to find out when that registration is due and follow up on it even if there has been a breakdown in the notification process. The responsibility for maintaining a current list of members rests with the Treasurer; therefore, the Secretary must obtain a current membership list from him/her before updating the UUA and/or MDD.
- Co-ordinates and maintains the revisions to the Policy Manual, as well as other non-financial records and bylaws. When updating the policy manual, the most current version can be downloaded from our resource page. After the updates are made, then the secretary will contact one of the webmasters to upload the revised version.

TREASURER:

The Treasurer manages and keeps a record of the Fellowship's financial affairs. He/she will keep records in sufficient detail to allow a categorical budget to be prepared for the next year. (The records should be kept in a form that can easily be passed on to his/her successor.) The Treasurer has a duty to foresee the financial needs of the congregation as far in advance as possible. The Treasurer:

- Maintains a record of those people who have pledged or paid an amount to the maintenance of the Fellowship. During the fiscal year the Treasurer shall periodically send each member a report of his or her pledge and payment. (Suggested times are at the end of the calendar year and sometime prior to the Annual Meeting.)
- Makes known to the congregation any changes to the existing confidentiality policy. (The Treasurer keeps in confidence the amount each person pledges and pays.)
- Maintains a list of current members in accordance with the membership policy detailed in the General Policy section of this manual in conjunction with the Membership Committee.
- Prepares a detailed Treasurer's report from time to time and presents it to the President. Prepares a synoptic report ready for each Steering Committee meeting.

- Pays the annual dues to UUA, MDD & MAUUA after the secretary submits the membership count for the current fiscal year.
- Once the secretary has submitted the membership count for fiscal year, the treasurer will pay the amount that due to be paid for our institutional dues to the UUA, MDD and MAUUA.
- Schedules a time on the Steering Committee agenda prior to the Annual Meeting to develop a preliminary budget for the next fiscal year. Presents the preliminary budget developed at that meeting to the congregation for direction and comment. A fair share recommendation for each member is then generated and presented to the congregation by individual letter, newsletter articles, at a semi-Annual Meeting, or during individual canvass.
- Promptly pays hired RE personnel, speakers, guest ministers, or any other necessary expense that arises. The Treasurer shall take the initiative to see that these payments are made and not wait until approached.
- Maintains a liaison with all federal, state, and local taxing authorities to ensure that our tax free status remains active, and pays all payroll and other taxes when due. Since our tax status may be complicated by factors such as the building rental (may be considered business income), the Treasurer may hire a professional advisor/s as necessary and keep the board informed of those arrangements.
- Creates, at his/her discretion, a Financial Committee. This committee may organize and oversee fund raising events, conduct an annual canvass, evaluate needs related to building expansion projects, or undertake any other duties as delegated.
- Shall be the MDD Chalice Lighter Representative, or see that someone else is so designated.

SECTION III-B

STANDING COMMITTEES:

GUUF STEERING COMMITTEE:

The GUUF Steering Committee is open to all who attend, although only Steering Committee members may vote or make a motion. Steering Committee meetings will be called by the President as needed, generally once per month. The Steering Committee is composed of the four elected officers, President, Vice President, Secretary, Treasurer, and the chairpersons of each of the standing committees(or their designated proxy). A quorum consists of 50% of the Steering Committee members plus a chair (which must be an elected officer). The President is the nominal chair of the committee, if he/she is absent, then the Vice President becomes the chair. In the event both are absent, then the Secretary becomes the chair, and finally if all are absent except for the Treasurer, then the Treasurer becomes chair. The chairman does not vote except to break a tie. The duties and responsibilities of the GUUF Steering Committee are broad. The Steering Committee:

- Shall have general charge of the property of the Fellowship and shall conduct of all of the Fellowship's business affairs it may deem necessary until the next general meeting.
- Shall appoint committee chairs that become vacant between annual meetings, creates and eliminates standing and special committees as needed. . (The distinction between and "Standing" Committee and a "Special" Committee is that a newly created "Standing" committee chairperson automatically has a seat on the Steering Committee, and a "Special" Committee chair does not.)

Clarifying note: The elected Executive Committee that forms the core of the Steering Committee meets only rarely as a separate entity. It is the Steering Committee that actually conducts the business of GUUF. (The Executive Committee structure is required by our charter with the State of Montana.)

PROGRAM COMMITTEE

The Program chair is a key person in the GUUF organization and a member of the Steering Committee; well-planned programs and services are key to good attendance. Good organizing and delegating skills are important in this position. Though other members or speakers will be conducting most programs, the Program chair should see that each service is well planned and has structure, without appearing rigid and pre-

formatted. Each speaker/presenter who puts on a service should feel that he/she has a person to turn to for help and resources, and that should be the Program chair or somebody he/she has delegated. This must be someone who can work in the background and see that things are in place and working smoothly. This is a position that may work well in a co-chair arrangement with a two-year staggered commitment by each co-chair. The Program chair(s) is expected to:

- Hold meetings on an every-other-month basis approximately 2 weeks before the newsletter deadlines to decide the schedule for the next two months.
- Convey sufficient information about each program to the newsletter editor in a timely fashion.
- Have structure available or persons to refer to for special services as necessary (like memorials, naming days, weddings, etc.).
- Conduct an annual survey of the effectiveness of our programs and prepare a report for the Annual Meeting.
- Coordinate special events such as weddings and memorial services. (Since these can be rather unexpected events, the program chair should check with the library/librarian to see that guidebooks on conducting these types of services are on hand.)
- Call a meeting, or get a consensus at a service, about what our summer activities will be.
- Put a copy of each order of service into the GUUF program notebook.
- Plan hosting of guest ministers (housing, transportation, plane tickets, dinners, etc.)
- Ensure the guest minister or speaker/s receives honoraria. The Treasurer is responsible for writing the check, but the Program chair should be following up to make sure it actually happened. (Also see section on honoraria.)
- Ensure that we have a Librarian – One or two members to maintain, organize, and catalog our library (including maintaining the online directory), be in charge of ordering new materials as needed, and maintain and keep track of our hymnals. Periodically view the information on the GUUF Library web page and ensure that it is up-to-date. Submit any changes to the webmaster.
- On at least an annual basis communicate projected growth needs of the Program Committee to the Long Range Planning Committee (LRPC) so that these can be reflected in the LRPC's 5 year plan for the Fellowship.

At each service, the Program chair should see to it that things happen smoothly. Most of these are items he/she need not necessarily do personally, but rather ensures that:

- There is a program facilitator designated for each service. This can be either the program chair, or someone else. (See Section IV, Services and Programs – Planning of Services for a more detailed discussion.
- Time is set aside each service for chalice lighting ceremony, announcements, introduction of visitors, joys and concerns, a children inclusion ceremony of some sort, hymns and readings, a closing ceremony, etc., and see that there is a bit of background structure, even if not readily apparent. (These plans need not be rigid, but

rather flexible and dynamic: they should be integrated with the program planned for that day.)

- An order of service is printed and available and is inserted in the cover in time for the greeters to hand out. This will require coordinating with the speaker/presenter a week or so in advance. It also ensures that someone has addressed the need for hymns/readings.
- A piano player is available (or other music, if needed).
- In the case of having two or more speakers, each is made aware of the other's presentation and how much time will be allotted to each. Someone should meet with the speaker(s) and work out a rough outline of the service and an approximate time line.
- The room is set up appropriately for the type of service being conducted.
- Fresh candles, clean tablecloth, matches or lighter, chalice, etc., are in place.
- Hymnals are out, if needed.
- Needed resources, such as the TV/VCR, and other visual aids, are ready and working. (Check with the person conducting the service to see if audio/visual chores can be more conveniently handled by someone other than the speaker.)
- Section IV, Services and Programs – Planning of Services has been complied with as far as is reasonable.

MEMBERSHIP COMMITTEE

Membership issues connect with almost all that goes on within the Fellowship – focusing on ways to adjust to a changing membership and helping people in the Fellowship to feel content and included. The Membership Committee is responsible for the following tasks:

1) Welcoming and orienting new members and assisting new and continuing members to find ways to become active in the Fellowship. The emphasis will be on encouraging attendees to become members and to retain those individuals who are already members.

Tasks:

- Recruit greeters for each service and train them to welcome new members and obtain their contact information. Ensure that new attendees receive information packets at the service about GUUF and Unitarian Universalism.
- Send out welcome letters to new attendees and add them to the GUUF roster for email updates and newsletters.
- Hold new member orientations as needed. (Suggested schedule: September/November/January/March/May). Provide handouts to orient newcomers to the history and organization of both UU and GUUF, principles of Unitarian Universalism, description of services, annual activities, and opportunities for involvement, among other topics.
- Send out new member surveys to orientation attendees to help connect them with volunteer opportunities within the Fellowship and send surveys to

continuing members as needed. Whenever possible, communicate in person or by phone with new members to assist them in becoming involved with the Fellowship.

- Recognize new members in the services and in the newsletters.
- Maintain an inventory of brochures from UUA and GUUF for new and continuing members. Check that the brochures are available to attendees in the lobby.
- Provide information to attendees about how to become a member and the privileges and responsibilities associated with GUUF membership. Send letters to each orientation attendee to formally invite them to become a member.
- Provide annual update of the GUUF household phone/email list. (This is the one we hand out to members – not the master mailing list covered in the Communications Committee section.) Provide a copy of this when done so it can be uploaded to the GUUF resource page.
- On at least an annual basis communicate your projected growth needs in your areas of responsibility to the Long Range Planning Committee (LRPC) so that they can be reflected in the LRPC's 5 year plan for the Fellowship.
- The Chairperson of the Membership Committee in conjunction with the Treasurer shall determine, as soon as possible in each new budget year, according to our membership by-laws, the official list of members that will be passed on to the Secretary to file for our UUA Certification in January.

2) *Providing comfort and support to those members who are suffering from illness or other traumatic life events.*

The Cares and Concerns Committee is a subcommittee of the Membership Committee whose chairperson is appointed by the Membership Committee chairperson.

Tasks:

- Evaluate the needs of members and regular attendees who are experiencing traumatic illness or life events and who need (and are willing to accept) support from GUUF members. Provide referrals, if needed, for those needs that are beyond the scope of the Committee's work.
- Coordinate visits, phone calls, letters, meal delivery and other appropriate services to provide support and assistance to members in need, while keeping in mind the limited capacity of the Fellowship to provide long-term or intensive services. The assistance offered through the Cares and Concerns Committee can augment, but cannot replace, the care offered by social service professionals.
- Make care plans for members with special needs.
- Encourage members to complete Final Plans and Medical Directives, and keep copies of any such documents safely in GUUF office.

- Ensure that the Fellowship is accessible and welcoming to members or visitors with disabilities.
- 3) *Coordinating Circle of 8 dinners, which is one of our primary venues for helping members, especially new members, become acquainted with one another and build a sense of community.*

Tasks:

- Schedule Circle of 8 dinners four times a year.
- Recruit volunteers to serve as hosts.
- Organize the guest lists for each dinner based on those interested in attending. Make an effort to include new members, recent visitors and attendees.
- Send the list of invitees to the hosts, along with postcards, etc, to facilitate the mailing of invitations.
- Gather input from hosts about the outcome of the dinners and look for ways to increase participation and satisfaction with the events.

The Chairperson of the Membership Committee is responsible for the following tasks:

- Maintaining the list of Hospitality hosts who are responsible for making coffee, tea, and providing snacks for social hour. Also responsible for inventorying supplies such as coffee, tea, sugar, creamer, etc.
- Serving as a member of the Steering Committee and providing reports about the activities of the Membership Committee and the associated sub-committees.
- Calling a meeting of the Membership Committee on a regular basis.
- Communicating with the chair of the Cares and Concerns and Circle of 8 sub-committees to ensure those functions are carried out effectively.
- Composing updates to the Policy Manual's description of the Membership Committee and related sub-committees; keeping the new member orientation outline current, as well as the list of accompanying brochures and handouts. Revising the member survey as needed.
- Submitting Membership Committee news to the Newsletter Editor and composing a column for the newsletter about available volunteer opportunities and a column with brief biographies of new members.
- Consulting with other committee chairs about how to involve new members in their activities.
- Coordinating closely with any future Outreach/Public Relations Committee to create marketing strategies aimed at potential new members in the Flathead Valley.

MINISTERIAL RELATIONS COMMITTEE

The Steering Committee, in consultation with the Minister, shall appoint from the membership a three (5) member Ministerial Relations Committee. Members may serve for three consecutive two-year terms. This committee shall meet with the Minister at least every sixty (60) days (except in July and August). The function of the Ministerial Relations Committee shall be to recognize and nurture the needs of the minister and to maintain a channel of communication between the minister and the congregation. A chair shall be selected by and from the three members of the committee. The duties are:

- The Committee will conduct a performance review and review the minister's job description and terms of employment and renegotiate them, if needed. The Committee will recommend compensation for the Minister to the Steering Committee and Treasurer for the annual budget. Subsequent to Steering Committee and Treasurer approval, it shall be responsible for negotiating a compensation contract for the Minister.
- On at least an annual basis communicate projected growth needs of this Committee to the Long Range Planning Committee (LRPC) so that they can be reflected in the LRPC's 5 year plan for the Fellowship.

SOCIAL ACTION COMMITTEE

The GUUF Social Action Committee provides the leadership and coordination to support and encourage the members of GUUF – individually and collectively - on their passions for justice within the framework of UU principles. The Social Justice Council invites every member and friend to put their faith into action - through active involvement.

The chairperson is responsible for:

- Planning and carrying out various community action projects (such as donations to food bank) and exploring areas in which GUUF might interface with the Flathead community.
- Keeping abreast of interesting organizations/meeting around the Flathead and making these known to our congregation.
- Maintaining and updating social action bulletin board with relevant local and regional news and opportunities.
- Calling meetings of the committee at least two times a year to accomplish the above.
- Periodically viewing the Social Action web page and ensuring that it is up-to-date and submitting any changes to the webmaster.
- Planning 2-4 Social Action related programs annually.
- Raising awareness of statewide, national and international social action issues, including support of UUSC.
- Coordinating with other committees and initiatives of GUUF to further social action goals.

- Communicating about social action activities and issues within GUUF and the larger community, including outreach to prospective members.
- Communicating at least once annually projected growth needs for the Social Action Committee to the Long Range Planning Committee (LRPC) so that they can be reflected in the LRPC's 5 year plan for the Fellowship.

RELIGIOUS EDUCATION COMMITTEE

The GUUF approach to liberal religious education is to guide and assist individuals while they explore life's questions by encouraging children to develop a sense of fellowship through the sharing of ideas and participation in meaningful and fun activities.

The chairperson is responsible for:

- Meeting in the spring of the year with interested parents and teachers to define the curriculum, define the class sizes and ages, and select religious education resource material for the following year.
- Determining the size of each group and coordinating parent volunteers as teachers for each group. Hiring and overseeing the paid baby-sitter/s and other RE personnel as necessary and making sure the Treasurer pays hired assistants in a timely manner.
- Purchasing materials for children's programs.
- Providing the Newsletter editor a description of upcoming activities when asked.
- Providing a written overview of the classes and curriculum to distribute to families in the fall and through the year as necessary.
- Providing a framework for Jr. and Sr. High School youth groups to meet for social events as determined by interest from those students and their families.
- Forwarding information about UU youth activities at a district and national level to interested GUUF members and teens.
- Periodically viewing the Religious Education web page and ensuring that it is up-to-date and submitting any changes to the webmaster.
- On at least an annual basis communicate projected growth needs of Religious Education to the Long Range Planning Committee (LRPC) so that they can be reflected in the LRPC's 5 year plan for the Fellowship.

LONG RANGE PLANNING COMMITTEE

The Long Range Planning Committee (LRPC) is responsible for engaging the Fellowship in developing a vision of the future, and the specific action plans to move toward that vision. Working closely with the Steering Committee and the other standing committees, LRPC focuses on The Big Picture of the Fellowship, including mission, purpose, values, and evaluation of progress toward meeting expectations. Unlike other committees, LRPC is less focused on operational tasks (like producing a newsletter or replenishing the supply of candles) and more concerned with the overall

system--how all aspects of the Fellowship are fitting together, and how those functions may need to evolve over time. Specific functions include:

- Revisiting and revising the GUUF “Who We Are” statement. This review should take place annually and be revised as deemed appropriate (in cooperation with the Steering Committee).
- Generating membership and visitor growth projections and determining potential implications for all aspects of GUUF operations.
- Leading a process to engage the congregation and committees in planning for the future, and developing a documented vision of the future. Stimulating longer-term thinking amongst the committees and the membership as a whole. Developing an ongoing 5-year plan, to be revised annually and presented at the spring annual business meeting.
- Taking steps to inform the Fellowship about the long-range plans of GUUF, through presentations, newsletter articles, and other means of communication; engaging the Fellowship in ongoing discussions about the future of the Fellowship; and distributing written documents such as the long-range vision and action plan.
- Developing and frequently updating implementation plans with input from committees and congregation members.
- Tracking progress toward completion of implementation plans.
-

BUILDINGS AND PROPERTIES COMMITTEE

This committee should meet regularly to discuss ongoing building concerns and how to resolve them. The chairperson should attend each Steering Committee Meeting, or submit a written report to the President (or designate a committee member to report) prior to each meeting. Also:

- Spearheading development and maintenance of a Property Master Plan, reflecting projected growth requirements for both our buildings and property. Said plan to be coordinated with Long Range Planning, and other standing committees influencing growth requirements and reviewed on an annual basis with the Steering Committee and the congregation as a whole.
- Appoint (or serve as) a building use coordinator to schedule building use dates and communicate with renters as needed.
- Organize “work-days” as needed to accomplish jobs that Fellowship members can handle.
- Contract with various subcontractors and vendors to accomplish jobs we cannot handle ourselves.
- See that lawn care needs and weed control issues are addressed.
- Deal with snow removal.
- Make sure insurance needs are met.
- Deal with ongoing other minor maintenance details such as furnace filter, accumulator tank pressures, etc.
- Completes a periodic review of kitchen stuff and replacing any needed items.

- Ensure that someone (hired or volunteer) is doing the building cleaning.
- See to it that we have a Chief Gardener – Gather names and structure for how flower gardens will be maintained, watered, etc.
- On at least an annual basis communicate projected growth needs for the Buildings and Property to the Long Range Planning Committee (LRPC) so that they can be reflected in the LRPC's 5 year plan for the Fellowship.

NOMINATING COMMITTEE:

This three-member special committee is chosen by the congregation at large at the Annual Meeting in accordance with ARTICLE VI of our bylaws. This committee shall meet from time to time to solicit volunteers to fill all of our elected offices. It is particularly important that all that all fellowship members be considered for our elected offices, and those recommendations are made well prior to the next Annual Meeting. (As a special committee its chairperson is not a voting member of the Steering Committee)

COMMUNICATIONS COMMITTEE

The Communications Committee is a diverse committee comprised of individuals and sub-committees that accomplish a wide variety of communications tasks, such as the newsletter, web presence, maintenance of contact lists, distribution of announcements at each service, organization of the phone tree, maintaining our various e-mail servers, and weekly e-mail update.

WEBMASTER

- Develops and maintains our website, including all subsidiary pages.
- Co-ordinates closely with all committees and groups to make sure that the information on each one's page is current. (This manual places the primary responsibility on each committee chair to keep the page updated, but in practice it does require a bit of nagging from time to time. Since we need to restrict uploading capabilities to a very few due to security, it will be necessary for the webmaster to do the uploading when needed.)
- Ascertain that all links on all of our pages are current. Checks often that other organizations' links to our page are current and working (e.g. UUA, MDD, MAUUA, other congregations, etc.)
- Formats the newsletter for the web and makes sure it is uploaded and working. This requires close co-ordination with the newsletter editor. (All events that have been changed, cancelled, postponed, or were not in the mailed version should be amended to the online version of the newsletter.)
- Keeps abreast of technology and chooses the best web authoring software that meets our needs.

- Maintains a backup of our website, backups of the source documents for the various web pages.
- Co-ordinates with our web hosting supplier/s and makes sure our domain name is maintained.
- Updates resource documents. We maintain a page with resource documents of use to committee folks, building maintenance, treasurer which contains items like the master mailing list, letterheads, name badge templates, GUUF brochures, etc. The webmaster will make sure all of these are up-to-date and all the links work.

MASTER MAILING LIST MAINTAINER

- Checks frequently for new names in the “guest register” and enters onto the list. Be sure to enter a date that the person went on the list as the list is occasionally sorted by date to purge it of folks who are evidently not interested. (If you note that there is someone whom you see frequently at GUUF, but is not yet a member – refresh that date so we don’t inadvertently send them a “drop” letter.)
- Makes sure those that need to know (Membership, Treasurer, Board, etc.) have a current list and/or know how to get it from the website. Makes sure they have the current password.
- Uploads the list to the website resource page every time there is a change. That copy is the true “master” copy and changes to the list may be made by more than one person. It is essential that any changes be made only to the most current version online and that it be re-uploaded.
- Purges the list at least once per year to rid it of the names of folks who are no longer interested. Instructions on how to do this are in the master mailing list itself on the “instructions” tab.
- Compares the e-mail list fairly frequently with that used in our list server and makes sure they are the same.
- Looks at the list fairly frequently and sees who on the list does not have an e-mail address and updates the “don’t have e-mail list” and sends it to the “phone tree” person (see below).
- Updates the “children” list, and makes sure we to include a birth date. (That list is sorted by birth date.)
- Watches for errors and omissions. For example, if a person is seen regularly who is not on our mailing list, then make a personal effort to get them on the list. If a misspelling becomes apparent, then fix it, etc.

LIST SERVER MAINTENANCE

We have a number of e-mail list servers up and running for our Fellowship. The main one is our general membership list, there is another for the Social Action Committee, and several more that we may activate in the future.

- The List Server Maintainer sets the ground rules of who can post to a list, and who will be on the list. He/she will work closely with the Mailing List Maintainer to ascertain that there are no errors in either e-mail list.
- He/she will work with the service provider to resolve any and all technical glitches as quickly as reasonable.

- He/she will monitor any traffic that comes in via our “send a message” link on the web page and see that it gets to the proper person.
- He/she will coordinate with the Webmaster to change the internal address should we begin to receive too much spam.

WEEKLY E-MAIL AND ANNOUNCEMENTS

- In order to keep the time devoted to announcements to a minimum, we are printing the weekly announcements on a single half sheet that is inserted into the order of service folder in time for the greeters to hand out. The “announcement” person keeps track of all happenings and upcoming events and sees to it that they are in this handout.
- We have been sending weekly e-mail updates on Thursday or Friday which should include (but are not necessarily limited to):
 1. The upcoming service on Sunday
 2. Any meetings or any other events that will happen in the week following Sunday’s service
 3. Any community event that is of interest to most of our congregation
 4. A reminder of any ongoing public service project
 5. A brief mention of any upcoming event that may not be in the mailed version of the newsletter and beyond the week following Sunday’s service.
 6. A more detailed version is appropriate when the event is within the following week.

From input gathered from our congregation, it is important that we limit the number of e-mails to one per week if at all possible, and limit the timeline to the upcoming week so it can be brief as possible. Occasionally, more e-mails are unavoidable, but it is very important that we are aware that people are already overloaded with info from cyberspace.

PHONE TREE

There are a number of folks who are not on our e-mail list and therefore may miss updates and changes in schedules when they occur.

- There is a list of people who do not have e-mail address and that list is included in our master mailing list. The person in charge of the phone tree should be proactive and personally compare that list with the main e-mail to be sure it is up to date.
- When an e-mail goes out it will be left to the judgment of the phone tree person as to whether or not to pass the information on to those without e-mail. For example, the next week’s service is already in the newsletter and no action is required unless there is a major change of some sort.
- The phone tree person can set up a phone tree or make any necessary calls personally.

NEWSLETTER EDITOR

The newsletter editor is responsible for:

- Establishing a deadline and receiving all articles to be printed. Contacting all committee chairs, groups, board members, and soliciting articles and information

- Gathering the dates of various committee meetings, group meetings, Circle of 8 dinners, and all other events and publishing them in the current edition. Seeking contributions of pictures, articles on community happenings, poetry, book reviews, milestones, written profiles of new members, articles on upcoming social events, etc.
- Editing and formatting each issue.
- Attending as many committee and board meetings as is possible so he/she will be up to date on what is happening in GUUF.
- Overseeing printing and distribution, including getting a copy to the webmaster so he/she can format it and get it online.
- Exploring alternate means of delivery, particularly via e-mail or internet link in an effort to reduce printing and mailing costs.
- Securing assistants to help with many tasks: soliciting personal contributions from both adults and children, seeking contributions of pictures, articles on community happenings, poetry, book reviews, reports from various committee chairs, Milestones, written profiles of new members, articles on upcoming social events, etc.

PUBLIC INFORMATION & OUTREACH COMMITTEE

Oversees public information; this is primarily outreach to the general community. This person or committee:

- Sees that articles about upcoming GUUF events, special events in which we may be participating, etc., are disseminated widely, including the three area newspapers and other community newsletters.
- Coordinates closely with the Membership Committee, the Marketing Committee/person and creates marketing strategies aimed at potential new members in the Flathead Valley.
- Makes sure that our ad and name continues to appear in the phone book, Chamber of Commerce listing, and other church listings such as the local newspapers, web sites, and the like.

COMMUNICATIONS COMMITTEE CHAIR

The Communications Committee chair is the person who is probably already doing several of the tasks outlined above. He/she is primarily responsible for seeing that all the tasks are being covered and are functioning. He/she should attend all the Steering Committee Meetings. There are a few miscellaneous duties:

- The CC chair also volunteers (or sees to it that **somebody** has in fact volunteered) as MDD, MAUUA and UUA communications rep. All have list serves that keep us up to date on UUA and MDD events and affairs. Since much of we receive is of marginal interest to publish in our newsletter, announcements, the communications rep scans these mailings for things that may actually be of concern and interest to us.
- Ensures that someone is maintaining the GUUF scrapbooks
- Ensures that someone does photography and videography, particularly at special events and when there is a visiting minister or guest speaker.
- On at least an annual basis communicates projected growth needs in for Communications to the Long Range Planning Committee (LRPC) so that they can be reflected in the LRPC's 5 year plan for the Fellowship.

Section IV

Services and Programs

The following section is devoted to our services and is a general guideline for planning of services and programs. Any part of the guideline may be modified as needed to meet the needs of a particular service.

Planning of Services

Overview:

In an attempt to provide some sense of continuity and to spread the work of preparing services around a bit, the UU Program Committee is developing this guideline for planning services. Any part of this guideline can be modified as needed, events need not happen in the suggested order, or it can be ignored completely if something else will work better.

The Program Committee chair or co-chairs will ascertain that a leader (or a leader/presenter combination) has been designated for every service. There are two important people involved in each service: the facilitator and the leader.

Facilitator

The **facilitator** is normally the program chair (but can be any designated person). The **facilitator** is a background person who sees that things get done so the leader/presenter can concentrate on the program. He/she will be responsible for:

- Coordinating and assisting the leader of each service.
- Making sure everyone is aware of and briefed on his/her part in the service
- Coordinating with the visiting speaker, if any, giving guidance on time considerations
- Making sure there is a piano player or that other musical arrangements have been made.
- Coordinating with the visiting speaker or presenter and helping him/her choose readings and hymns
- Making sure any props, audio-visual aids, etc., are in place and working
- Creating an *order of service* as follows:
 - including a list of participants such as the names of the minister, the lay leader/s, musicians, greeters, and hospitality persons.
 - including any announcements known at the time.
 - including words for extinguishing the chalice.
 - including words for closing circle.
 - inserting the *order of service* into the printed *order of service cover*
 - seeing that the greeters pass them out at as folks arrive.

The Leader:

The **leader** is the person who actually stands before the group and conducts the service. If there is a separate presenter/guest presenter, he/she introduces him/her. The **leader** will present the welcoming words and will preside (unless he/she delegates certain parts) over the entire service, including as much of the following as possible:

1.) Welcoming words:

A welcome message should be in the **leader's** own words. Below is an example, but the points outlined in blue should be included at a minimum, regardless of how it is worded:

“Welcome to the Glacier UU Fellowship. We are glad that you are here today. We are especially happy to welcome the new folks among us. We want to make sure that you have signed our guest book so that you may receive our newsletter. We also invite you to join us for our fellowship hour after the service where you can enjoy meeting some of our members and have some coffee and goodies. And for anyone who thinks that he or she has found a spiritual home here with us, please find a member of the Executive Committee after the service and sign the membership book. There is an explanation within the membership book concerning GUUF membership.”

The leader might recognize a current religious and/or ethnic holiday. Some examples are Ramadan, Hanukah/Christmas, Native American events, Cinco de Mayo, Kwanzaa, Canada Day, and so on. This also works well if somebody includes it as a **Joy and Concern**.

2.) Chalice lighting ceremony:

Normally, a child will do the actual lighting as either the **leader** or congregations reads the words appropriate to the occasion - either from the hymn book or in the reader's own words. (The hymn book has a number of readings beginning on page 447.)

3.) Children's story:

This should be a short story told to the children by the storyteller (either the **leader** or a designee). The children should be seated about the storyteller at the front of the congregation (or wherever else appropriate.) The story should be appropriate to the theme of the day's service if possible. At the end of the story, the children will leave for RE class. This may be a good point for a hymn such as **#413 Go Now in Peace**.

4.) A reading:

This can be optional, or alternated with the children's story. The **leader** can choose a person and ask him/her to select a reading appropriate to the focus of the service - or perhaps something relating to a current religious holiday.

5.) Announcements:

A member of the Communications Committee will be printing whatever announcements he/she may have and inserting it in the order of service for the day. The leader will make a call to the congregation for any additional announcements. (There has been a tendency for our announcement period to be a bit lengthy; therefore, it may be necessary to request that the announcers please be as brief as possible, and any announcements already in the printed version need not be covered unless exceptionally important.)

6.) Joys and Concerns:

The **leader** will invite folks to come forward and light a candle in remembrance of any personal joys or concerns they may have. At the end of the Joys and Concerns light one final candle and say something like “...and one more candle for the joys or concerns in our hearts but not expressed”.

7.) Main Presentation:

Generally, the **leader** will introduce the main presentation. The facilitator, leader, and presenter/s will coordinate closely to make sure all goes well.

8.) Meditation/quiet time

Somewhere in the service there should be a period for quiet meditation of three or four minutes' duration. A guided meditation is very effective, either led by the leader, or by someone designated by the leader. A meditation period can be simply a period of quiet which can be accompanied by music (either live or recorded) or just plain quiet. The **leader** (or presenter) should make an announcement letting folks know what is happening, particularly for new people who perhaps are coming from a tradition of minister-led prayer. Meditation can be inserted anywhere in the program, but a good place is right after Joys and Concerns, or right after the presentation before Q&A. The **leader/presenter** will end the meditation period by going on to the next item in the order of service.

9.) Congregational response to the presentation:

The **leader/presenter** will initiate the congregational response period. This can and usually will take the form of questions and answers, or it can be an invitation for the congregation to make statements and comments. UUs, being UUs, often tend to run on forever if given the chance, so it will probably require a finely tuned sense of timing to end the discussion without either being premature or allowing it to elongate excessively..

10.) Extinguish the chalice:

The **leader** will initiate this short ceremony. Suggested words to be used each time, and read each time, by the congregation (Words should be on the order of service):

*We extinguish this flame but not the light of truth, The
warmth of community, or the fire of commitment.
These we carry in our hearts until we are together
again.*

11.) Closing circle:

The **leader** will initiate the closing circle. In order to include visitors, the words to our short hymn (whatever we are currently using) should be either in the order of service or posted prominently on the wall since it is hard to hold hands and a hymn book at the same time.

12.) Invitation to Fellowship Hour:

The **leader** should issue an invitation to join with us at the social hour following the service.

GUUF Program Committee Guest Speaker Policy

Guest speakers at GUUF services should address topics and offer opinions that are consistent with Unitarian Universalist Principles and Purposes.

Proposed procedures to support this policy:

1. Guest speakers will be provided with a copy of the UU Principles and Purposes and the GUUF's statement of "Who We Are." We will have this information posted on the GUUF website for those who are facilitating guest speaker programs.
2. Facilitator should have first-hand knowledge of guest speaker's previous speaking experience or be provided with a bio sheet from the speaker.
3. Facilitator should understand the scope of what the guest speaker plans to speak about, and should be sure that the subject is relevant and appropriate for our fellowship.
4. Facilitator should ask the speaker to provide an advance outline of her/his presentation. If organization appears to be lacking, the facilitator will work with the speaker to improve the logical sequence of ideas.
5. The facilitator should announce at the beginning of the service that the guest speaker's presentation and opinions do not necessarily represent GUUF's values, or the feelings of individual members.
6. The facilitator shall step in, if necessary, and help guide the speaker's focus if the material is inappropriate, lacks focus, or does not follow the general direction of the advance outline. This shall be accomplished by means of "guiding questions" directed to the speaker.

Service Planning Worksheet

Name of service _____

Date of service _____

Facilitator for this service _____

Leader for this service _____

Presenter for this service _____

Order of Service will be prepared and printed by: _____

Music for this service _____

Two or three hymns appropriate to the focus of the service should be chosen. The selections will be inserted in the order of service. (In addition to the short hymn used at the closing circle.)

Hymn _____

Hymn _____

Hymn _____

The Vice President normally will have folks lined up for the following, but we will need the names to include in the order of service:

Greeter/s _____

Hospitality _____

(This guideline is a work in progress. If you have any suggestions or comments, please see me or jot them down and return to me. Charles McCarty 862-1585 or go to our web page at www.glacieruu.org and click on the e-mail link.)