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A. STRUCTURE AND ORGANIZATION

- What is UULMNJ?
- Vision statement
- Mission statement
- The Board of Trustees (officers, job descriptions and responsibilities)
- Board Meetings
- Conflict of interest
- Plenary
- Committee descriptions

What is UULMNJ?

The following are some of the responses given at a meeting in the early stages of our organization with attendees were asked to describe UULMNJ:

- UULMNJ should be prophetic and move congregations to active engagement in public policy. In addition to selected issues, it should be responsive to significant issues that arise;
- UULMNJ will be a resource for all 21 New Jersey UU congregations. It will strengthen Social Action Committees;
- Congregations should see UULMNJ as a source of energy within the congregation and not a drag on resources; UULMNJ will be known in the realm of public policy and will be specifically mentioned in newspapers when its issues are covered;
- The process of picking issues at the congregational and state level is arduous, but necessary and should be energizing;
- All congregations should be connected, communication is a two-way street;
- The interconnection between the state and local level is important;
- Issues are the raison d’être for UULMNJ;
- UULMNJ should be able to have a rapid response to an emergent issue;
- There are already examples of interfaith public policy work in UU congregations;
- UU network will encourage cooperation and coalition building around public policy issues.

Vision statement

UULMNJ is the Unitarian Universalist courageous, compassionate voice for truth, justice and equality in New Jersey public policy.

Mission statement

The mission of the Unitarian Universalist Legislative Ministry of New Jersey is to provide the comprehensive structure for New Jersey Unitarian Universalists’ non-partisan activism. We work for a socially just public policy in collaboration with like-minded organizations through education, research, advocacy, witness, and service.

Board of Trustees
The Board of Trustees shall consist of eight persons. Each of the Trustees will be a member of a Member congregation, and a minimum of two Trustees shall be clergy members of a Member congregation. There shall be at least one young adult member, aged 18 – 23, of the Board. No more than two persons from any one Member may serve as Trustees at any one time. Each Trustee shall have one vote on the Board. No Trustee shall serve more than four consecutive years.

The Trustees may appoint a minor(s) (age 14-17) to serve as representative(s) to the Board. Such persons may participate in Board discussions but shall not have any voting rights.

A Trustee shall not be prohibited from serving as a Trustee of the Unitarian Universalist Legislative Ministry of New Jersey Public Policy Network, provided that the number of Trustees serving as a Trustee for both the UULMNJ and UULMNJP PN shall be less than a majority of the UULMNJ’s Board of Trustees.

Officers

The Board of Trustees shall elect from among the Trustees a President, Secretary and Treasurer and such other officers whose positions shall be created from time to time by the Board of Trustees to perform such duties as may be prescribed by the Board of Trustees. An officer shall not serve more than two consecutive terms.

President: The President shall be chief executive officer of the Corporation, and, subject to the control of the Board of Trustees, shall have general charge and supervision over and responsibility for the affairs of UULMNJ. Unless otherwise directed by the Board of Trustees, all other Officers shall be subject to the authority and the supervision of the President. The President may enter into and execute in the name of the Corporation contracts or other instruments not in the regular course of business which are authorized, either generally or specifically, by the Board of Trustees. The President shall have the general powers and duties of management usually vested in the office of president of a corporation. The President may delegate from time to time to any other Officer, any or all of such duties and authority.

Vice-President: The Vice-President, if any, shall have such duties and possess such authority as may be delegated to the Vice-President by the President or the Board of Trustees. In the absence of the President or in the event of his or her death or inability or refusal to act, the Vice-President shall perform the duties and be vested with the authority of the President.

Treasurer: The Treasurer shall have the charge and custody and be responsible for all the funds and securities of the Corporation and shall keep or cause to be kept regular books of account for the Corporation. The Treasurer shall perform such other duties and possess such other powers as are incident to the office or as shall be assigned by the President or the Board of Trustees.

Secretary: The Secretary shall cause notices of all meetings to be served as prescribed in these Bylaws or by statute, shall keep or cause to be kept the minutes of all meetings of the Board of Trustees and shall have charge of the corporate records. The Secretary shall perform such other
duties and possess such powers as are incident to the office or as shall be assigned by the President or the Board of Trustees.

Job Description for Members of the Board of Trustees

The Board of Trustees is responsible for establishing and carrying out the policies of the Unitarian Universalist Legislative Ministry of New Jersey, and will promote the objectives and purposes of the organization.

• Regularly attends and prepares for Board Meetings, statewide meetings, and important related meetings;
• Carries a portfolio of specific responsibilities including: acting as a Board officer, chair or co-chair of a Board committee or acting as Board liaison from a Task Force to the Board; work with committee members or Task Force members to fulfill responsibilities; reports to board on activities and brings significant issues to the Board for discussion;
• Volunteers for and willingly accepts assignments and completes them thoroughly and on time;
• Maintains general awareness of relevant NJ legislative developments and emerging priority issues; stays informed about UULMNJ, committee and Task Force activities;
• Develops and may maintains strategic relationships with other statewide advocacy organizations to establish partnering opportunities as needed;
• Gets to know other Board and Committee members and builds a collegial working relationship that contributes to consensus;
• Is an active participant in the Board’s annual evaluation and planning efforts; and
• Participates in fund raising and development for the organization; makes an annual financial contribution.

Responsibilities of Board Members

• Determine and commit to the organization’s mission and purpose: supporting UU values in public policy decisions and legislation
• Select the Executive Director if necessary
• Support the Executive Director and assess his or her performance
• Ensure effective organization planning
• Ensure that budget reflects financial resources and projected program expenditures
• Manage resources effectively
• Support development of UULMNJ activities; monitors and strengthen those activities
• Enhance the organization’s public standing
• Ensure fiscal, legal and ethical integrity and maintain accountability
• Recruit and orient new board members, Committee members and Task Force chairs/members and congregational-liaisons through the congregation and congregational Social Justice Committee.
• Assess Board performance

Board Meetings
Board meetings will be well-publicized. Any member of a NJ UU congregation, or UULMNJ supporter, may attend the meetings as a guest. However, an individual who wants an issue brought before the board must contact the Executive Director or President at least one week prior to the board meeting for consideration of placing the item on the agenda.

The Executive Director or President will request agenda items and background documents from board members, task force chairs, and others as appropriate at least 10 days before the meeting. The agenda and materials will go out at least 5 days before the meeting to allow ample time for preparation.

Board Meeting Ground Rules and Right Relationships

- Arriving on time, ending on time and being prepared
- Turning off or silencing cell phones
- Using active listening skills
- Speaking only for one's self
- Staying focused on the questions / topic
- Stepping up: if you tend to speak a lot, speak less. Stepping back: if you tend to not speak much, speak more.
- No verbal attacks
- No sidebar conversations
- No interrupting
- Sharing responsibility for helping the group to function and stay on task

Conflict of Interest

UULMNJ will use the IRS guidelines as its conflict of interest policy.

Plenary

A Plenary Council shall meet once per year with the members of the Board of Trustees and Policy Leaders. The Plenary Council will (1) review the year’s activities, (2) guided by the congregational surveys, review priorities for the coming year; (3) adopt a budget for the coming fiscal year; (4) vote on nominees for the Board and the Nominating Committee, (5) approve levels of support for congregational affiliation and “Friends”, and (6) conduct any other business that the Board presents.

Each congregational Member of UULMNJ shall be entitled to be represented at meetings of the membership by representatives, chosen in accordance with its own procedures, but in the same number and type equal to the number of delegates it is entitled to for the Unitarian Universalist Association General Assembly. Each representative shall have one vote.

Members of the Board of Trustees may not serve as representatives for their respective Member congregations and shall not have a vote at the Plenary Meeting.

Committee Descriptions
There will be, of necessity, some overlap among the duties and functions of the various committees, and the need to determine practical boundaries and working relationships.

With the exception of the Executive/Public Policy Committee, each Committee includes both Board and non-Board members. Under ideal circumstances, a Board member will serve as chair or co-chair of each Committee and will serve as liaison from the Committee to the Board. Each Committee will work with the Executive Director and will present major issues to the Board. There will, of necessity be some overlap among the duties and functions of the various committees, and the need to work out practical boundaries and working relationships.

In addition, each Board member will serve on at least one committee for a major meeting (Issue Workshop, Plenary Meeting, Board Retreat) including making arrangements for food, space, speakers and registration.

**Executive/Public Policy Committee:** Consists of the Executive Director, Presidents, Vice Presidents, and Treasurers of UULMNJ and UULMNJ PPN. This committee works to support the organizations operations including:

**Executive Function**
- Discusses issues and brings to the Board for resolution, if appropriate
- Coordinating the work of the Task Forces and other Board Committees.
- Coordinates with other UULMNJ committees to maintain effective channels of communication, problem identification, and establishing overarching policies and procedures;
- Organizes staff evaluation process
- Develops job descriptions and personnel policies; oversees hiring process.

**Policy Function**
- Identifies and implements the process for determining the priority advocacy issues (legislative, executive and judicial) for education and advocacy
- Oversees actions taken and maintains a system of checks and balances, and ensure actions are coordinated and consistent with those of the Board.
- Act on behalf of the board when task forces have issue they would like to pursue and an expeditious decision is necessary
- Have the responsibility to evaluate the effectiveness of actions/strategy for Board, Board Committees and Task Forces.

**Communications Committee:** With the Executive Director, oversees the various mechanisms for communicating with congregations, the public at large, media, and public officials including:
- Coordinates work with Task Forces, other committees and subcommittees that provide content for the website, media outlets, and communication with congregations and interested individuals;
- Prepares and circulates quarterly newsletters, e-bulletins;
- Updates the web site to ensure content is relevant and current;
- Maintains social media content
- Oversight of Salsa
• Serves as a resource, housing communications tools such as a News Bureau, a speakers bureau, publications development and fact sheets, e-communications, etc.;
• Obtains or develops and shares relevant advocacy and educational materials with interested congregants, statewide;
• Identifies and maintains effective mechanisms to communicate emerging legislative and public policy developments.

Congregational Relations Committee: Establishes a relationship with the Liaisons and congregations. It develops, maintains and enhances the relationship between the UULMNJ and NJ congregations to support UULMNJ’s advocacy efforts through the Liaisons, Congregation Action Teams and congregations’ local social justice programs. Its approach is to foster the spiritual foundation of justice ministry; give input about, and assistance with the Affiliation Agreement process and congregants advocacy efforts. It assists with development and leadership training of Liaisons and Action Teams. Committee members are an ongoing resource to Liaisons by supporting the engagement of adult and youth congregants.

Development Committee: Researches and identifies funding sources; coordinates and implements fundraising campaigns; outreaches to individuals to become Friends of UULMNJ; organizes house parties; and maintains the congregational pledging process.

Finance/Budget Committee: Develops annual operating budget and monitors expenditures; develops and maintains financial procedures, records, insurance policies, financial agreements and files annual IRS 990 forma and NJ incorporation report.

Policies and Procedures Committee: Drafts policies and procedures necessary for governance and operation of organization.

Nominating Committee: The President, in consultation with the Board of Trustees, appoints a nominating committee of one or more members, at least one of which will be a member of the Board of Trustees. The Nominating Committee will recommend to the Board of Trustees the names of persons to be submitted for election as Trustees.

B. CONGREGATIONAL RELATIONS

• Congregational Liaisons
• Congregational Action Team Members
• Definition of a member of UULMNJ and a friend of UULMNJ
• Affiliating with UULMNJ (also see Affiliation Agreement)

Congregational Liaisons

• Wants to bring the work of the UULMNJ to their home congregation
• Distributes information from the UULMNJ to their congregation
• Recruits and supports a congregational Action Team
• Mobilizes the Action Team in response to requests from a Task Force
• Communicates to the Task Force what has been accomplished at their congregation
• Works with their congregation’s social action committee to coordinate efforts
• Attends statewide meetings of the UULMNJ as appropriate

Congregational Action Team Members

• Are interested in supporting the work of the UULMNJ
• Commit to responding to requests for action from the Congregational Liaison
• Invite other members of their congregation to take part in specific action items
• Find creative ways to bring the issues addressed by the UULMNJ into their home congregation
• Participate in fundraising efforts
• Share their experiences and knowledge with the larger body of the UULMNJ through writing articles for the newsletter, participating in trainings and regional

Definition of a member of UULMNJ and a friend of UULMNJ

The Unitarian Universalist Legislative Ministry of New Jersey membership will be composed of the UU Congregations of New Jersey who have completed the Affiliation Agreement.

All NJ UU congregations are considered participants in the Ministry, and will receive periodic communications, invitations to events, and have the opportunity to affiliate at any time.

Individual participation is to be encouraged and will include UUs within or outside the state and non-UUs who support the mission of the Ministry.

A category of “Friend of the Legislative Ministry” will be established and granted with the annual level of support of $25 or more. Being a friend of the Legislative Ministry indicates that the individual is a financial supporter, but does not grant membership or voting privileges.

Individuals, in support of UULMNJ’s stated purpose, may also sign up to be included on communication lists. They may be periodically invited to become Friends of the Legislative Ministry.

Affiliating with UULMNJ

The purpose of the Unitarian Universalist Legislative Ministry of New Jersey, a statewide network of the 21 New Jersey Unitarian Universalist congregations, is to provide a comprehensive structure, network and resources to empower the moral voice and actions of our Unitarian Universalist principles and values in the public arena. UULMNJ will engage in impacting social justice and public policy issues important to our state through education, research, advocacy, witness, and service.

Charitable activity has traditionally been important in UU congregations. However, when poverty, environmental degradation, inequitable access to health care, and deficiencies in education are part of the structures of society rather than unforeseen exceptions, charity is not
enough. Our faith calls us to challenge and change policies and structures that inhibit human
development, harm the environment, and destroy communities. The research, education and
structuring of our efforts will complement and expand the deeds of social justice service we
already do within our local communities. An important component of the activities of UULMNJ
will be to strengthen social justice programs at the congregational level, facilitate communication
among congregations and serve as a source of information.

Through a congregation’s involvement with the legislative ministry they will be helping to forge
policies that:
• uphold the worth and dignity of every person;
• further justice, equity, and compassion in human relations;
• ensure use of the democratic process;
• protect religious freedom, and;
• promote respect for the interdependent web of all existence.

Activities of the Unitarian Universalist Legislative Ministry of New Jersey will include:
• Fostering the spiritual foundation of social justice through our legislative ministry.
• Engaging UUs in working for social justice through a legislative ministry congruent with
  our principles that have broad based UU support.
• Creating vehicles through which we may coordinate legislative ministry involvement
  across the state.
• Establishing working relationships between UUs and other allies (interfaith and secular).
• Developing and sharing educational and worship materials.
• Hosting leadership training opportunities and lobby days.
• Fostering the engagement of youth and adult UUs in the legislative ministry.
• Coordinating enhanced media visibility for UU values.

Affiliating congregations are asked to:
• Inform UULMNJ about issue priorities on a regular basis that are important to them.
• Make one or more UULMNJ priority issues part of their social justice ministry agenda
  each year.
• Designate a UULMNJ Liaison(s) and support their work to:
  o foster UULMNJ support, visibility, and involvement in their congregation
  o designate leader(s) to coordinate education and action on those UULMNJ priority
    issues with which their congregation wishes to engage
  o serve on UULMNJ’s Boards, Task Forces and Committees.
• Encourage communication between UULMNJ and their congregation.
• Provide an annual contribution (either from special collections, fund raisers, and/or a
  budgeted item) to the UULMNJ which amount shall be set periodically by the Board of
  Trustees and include the following categories: Supporting Congregation (currently $7 per
  member); Sustaining Congregation (currently $10 per member) and Champion Congregation
  (currently $25 per member). Annual contribution levels may be adjusted from time to time
  by vote of the Board of Trustees. Congregations that need fund raising ideas are encouraged
to contact the Executive Director. Hardship adjustments of the annual contribution may be
  granted by the Executive Director on an individual congregation basis.
• Communicate to the Congregation the opportunity and need for contributions to UULMNJ
by individuals to supplement the Congregation’s contributions.

While individuals are encouraged to contribute to and participate in UULMNJ, voting membership shall be limited to New Jersey Congregations that are affiliated with the Unitarian Universalist Association and choose to affiliate with UULMNJ. A Congregation, or UULMNJ, may end this affiliation at any time.

C. PUBLIC POLICY/ISSUES

- Executive/Public Policy Committee
- Identification of Priority Issues
- Task Forces
- Process for Task Force Selection of Issues
- Process for Moving to Action on Issues
- Taking a position
- Three Tier Policy of Education and Action
- Forming and Disbanding Task Forces
- Affiliating with Other Organizations

Executive/Public Policy Committee (see Committee Description in Section A) will:
- Oversee actions taken and maintain a system of checks and balances, and ensure actions are coordinated, and consistent with those of the Board.
- Act on behalf of the board when task forces have issues they would like to pursue.
- Make decisions as to signing on and/or lending our name to an issue if a decision must be rendered prior to a board meeting.
- Have the responsibility to evaluate the effectiveness of actions/strategy. Staff will also be involved/consulted in these efforts.

If an issues group is divided on strategy, a position taken by UUA would trump a local difference.

Identification of Priority Issues

There will be periodic surveys to solicit congregations’ input on priority issues. Priority issues selected through the survey process with subsequent Board approval do not need to be ratified by the plenary. The Board may also create a new Task Force based on the request of an existing Task Force or consideration of the need for advocacy. This process relates to the formation of new Task Forces or emerging issues which are not covered by an existing Task Force.

Some issues would have a multi-year length, while others might be brief and focused on a single piece of legislation or emerging or issue of immediate interest. Included should be an emphasis on the monitoring of events – scanning the horizon for issues that may be coming up.

UULMNJ should be educating UUs on issues in general, rather than just specific legislation.
Task Forces

Task forces research their particular issue, including upcoming legislation, develop position statements and recommend advocacy and other actions to the Executive Director who will consult the Board or Executive/Public Policy Committee if necessary. Research will include input and assistance from local Congregational Action Teams.

Each task force has a coordinator (Chair). Task force chairs will be approved by the Board of Trustees, in consultation with the Executive/Public Policy Committee. In the event that a task force chair is not able to, for whatever reason, properly carry out the duties of the task force, the task force chair may be removed with the approval of a majority of the Board of Trustees.

Each task force will have a liaison on the Board of Trustees to facilitate communication between the Board and task forces. Each task force will submit a written report prior to Board meetings.

The Board liaisons will present task force reports at board meetings, and also share communications from task forces. The Board liaison can help to ensure the health of the task force and that tasks necessary to the functioning of the group are carried out, and can also help task forces to refine their vision and priorities.

Staff will serve as a resource and participate in conference calls and other activities as they are able to and appropriate. But due to the number of task forces, and the many demands on staff time, staff may need to prioritize which task forces receive their attention to align with the current needs and/or interests of the organization.

Communications from the task forces will go through the Executive Director to the congregational liaisons and the larger UULMNJ group. Staff will draft general guidelines of the types of activities UULMNJ wants to promote, and what UULMNJ doesn’t support, for guidance in these communications.

Task Force Chair
- Cares passionately about a specific justice issue
- Recruits and supports members of the Task Force
- Receives requests for action from within the UULMNJ
- Responds to requests from allied organizations for collaboration and support
- Keeps track of the accomplishments of the Task Force
- Provides regular updates to the Executive Director
- Communicates with the Executive Director when planning and carrying out action items
- Coordinates monthly Task Force conference calls
- Attends meetings of the UULMNJ as appropriate
- Maintains a membership list of task force members, including members’ congregational affiliation and contact information (at a minimum, members’ email addresses)
- A co-chair, or designee(s) may help with the above tasks as appropriate

Task Force Members
- Have an interest in a specific justice issue
• Take an active role in planning and carrying out the work of the UULMNJ
• Participate in a monthly conference call
• Research issues and identify potential allies
• Keep track of changes in public policy that might affect their target issue
• Follow legislation, and propose action alerts and other activities to the Task Force Chair
• Develop action plans that will be sent out to the congregations or other target groups
• Attend meetings of the UULMNJ when appropriate
• Prepare position papers, sample letters, and materials with talking points for communications (to Executive/Public Policy Committee, website, Liaisons, Board, press, etc.)

Task Force Conference Calls
• Task Force chairs, or designated task force members, are responsible for arranging and facilitating conference calls.
• The chair, or appointed task force member, writes and sends conference call summaries to the Task Force members and the Executive Director.
• If there is new legislation in need of action, the task force chair, after consultation and agreement with the Executive Director who will discuss with the Board or Executive/Public Policy Committee if necessary.

Process for Task Forces Selection of Issues

The Task Force decides on issues within the scope of their mission based on considerations such as these:
• Is legislation/policy being developed or being considered by the Legislature or a policy body (i.e., Delaware River Basin Authority, COAH)?
• Are we called as Unitarian Universalists to take a stand on this issue based on UU purposes and principles?
• Has the UUA become involved in this issue?
• Are we part of a coalition that invites our participation and commitment?
• Do we have the volunteers and energy to be effective?

At the same time, it is important for UULMNJ to be nimble. Priorities may change based on current events, and new issues (either within a task force or those that call for newly-organized task forces) will arise. We acknowledge that we will from time to time move our energies from one issue to another, always based on considerations such as the ones above.

Process for Moving to Action on Issues

The Task Forces will follow the procedures described in the Three Tier Policy of Education and Action described in the following section for choosing a primary focus. Based on these considerations, if the Task Force decides to go forward with taking a position on a specific issue, the following steps are taken:
• Discuss the issue with the Executive Director for informal preliminary review to ensure that there is no problem before the Task Force begins its work.
• The Task Force will attempt to make decisions on the issues for the year at the annual Issues Conference held during the fall. But these priorities may change during the year based on evolving policy/legislative agendas.

• If the Task Force and Executive Director considers the issue worth pursuing based on the considerations above, the Task Force formulates background documentation and a plan of action (e.g., policy issue brief, justification of position, factsheets, letters or petitions, suggested telephone calls, editorials, participation in meetings or demonstrations, etc.).

• The Task Force presents documentation to Executive Director for review, discussion and editing.

• The Executive Director may submit the issue to the Executive/Policy Committee if there is any question for a quick review which may occur in a telephone call. This would occur if the Executive Director or Task Force wants more discussion about whether to develop this issue such as
  o Potential for Task Forces to combine efforts on a specific issue
  o Possibility that issue is beyond UULM resources
  o Is timing for the issue appropriate; perhaps resources could be better spent on other issues.

• Revisions are made.

• Executive Director will then take appropriate actions including any of the following:
  o Use Salsa, social media, etc. to broadly disseminate
  o Forward to liaisons for information and action
  o Put on web site
  o Submit letters to the editor
  o Other actions as appropriate

The Board of Trustees will regularly review the summary of Task Force activities. The Executive/Public Policy committee has the responsibility for general oversight of strategies and actions.

Taking a Position

_UULMNJ will take positions that are consonant with the values expressed in UUA and GA policy statements._

State vs. Federal Issues: For some issues, action will be on the federal level. We shouldn’t limit ourselves to exclusively state issues, but will look at involvement in federal legislation on a case by case basis, asking if we can make a difference.

Policy for Task Force Endorsements: To streamline operations, the Task Force Chairs should use their judgment and bring specific requests for endorsement to the Executive Director prior to signing on. The Executive Director will consult the Executive/Policy Committee if appropriate.

When testimony is presented by UULMNJ staff, board members, or task force chairs, or by someone else who does so on behalf of UULMNJ, a written record of the testimony will be forwarded to the UULMNJ office.

Routine requests for co-sponsorship, in which no financial obligation is incurred, can be
approved by the appropriate task force if the sponsorship falls within the scope of previously approved activities and/or issues. When the task force is designating its approval, it would do so in the name of the UULMNJ and the sponsorship would be listed as such, rather than just the task force.

Three Tier Policy of Education and Action

UULMNJ is inundated with requests to respond to many issues. Some issues are generated in our UULMNJ Task Forces, some from Congregational Social Action groups, some from coalitions with whom we affiliate, some from the UUA and some from general public concern. Due to limited resources and time, UULMNJ is unable to respond to each issue equally. Addressing too many issues at once only dilutes the effectiveness of UULMNJ education and advocacy. Therefore, the following policy has been developed:

UULMNJ will utilize a three-tier system in categorizing how it will address issues.

Tier 1: Primary Focus
Each task force will be asked to recommend one “front burner” issue to which UULMNJ will allocate its State level resources. The primary focus issue will receive full UULMNJ attention and identification from the State office staff, recommending Task force, and liaisons. This issue will be defined by the task force and approved by the board, and will become the object of public and congregational education, advocacy and campaigns. Educational materials such as study guides, sample advocacy letters, petitions, ministers’ packets, etc. may be prepared by the task force. These issues are reviewed yearly, as the issue is resolved or when other needs arise.

Tier 2: Endorsement
There are many important issues that UULMNJ wants to support but due to limited resources, or limited timeframe, cannot support actively. However, it can lend its name and endorsement to letters of support and actions of other organizations. Such endorsements may include signing on to collective coalition letters and the passing along educational and action information via email, bulletins, newsletters, and website as deemed appropriate. These issues will be recommended to/from the Executive Director or Task Force Chair. The task force chair will have vetted any suggested organization and/or issue. Endorsement will be decided in consultation with the Executive/Public Policy Committee of the UULMNJ Board as needed.

Tier 3: Research and Education Issues
Each task force considers several issues at a time. There are many smoldering issues that require research and study. Sometimes a primary focus issue dies a quick death. In that case, one of the other smoldering issues will move forward to take that primary position. The primary focus of Tier 3 issues is education and research and is internal within the UULMNJ organization and New Jersey UU congregations. This in no way limits individuals and local congregations from participating in all issues however they see fit.

New issues identified by the Issues Survey will be assigned to the appropriate task force (or new one) for further study as Discussion Issues.
Forming and Disbanding Task Forces

The Board of Trustees decides to form a new Task Force when issue warrants direct action based on one of the following conditions:

- A Task Force is working on an issue but decides that a separate Task Force needs to be developed to give focused attention to the issue.
- In response to an external event, congregations express the need to focus on a new issue.
- In response to periodic congregational surveys.

As required by the By-Laws, Task Force Chairs are approved by the Board of Trustees.

The Board will decide to disband a Task Force when there does not appear to be a need for current activity on the issue in relation to other priorities.

Affiliating with Other Organizations

Joining a coalition means that UULMNJ is signing on to work with the group on the specific issue in question. In general, UULMNJ itself should sign on with the organization, rather than an individual task force, as it makes a more powerful statement. If no fee if involved, UULMNJ can sign on.

If there is a fee involved, will look at joining the coalition or organization on a case-by-case basis, and consideration should be given to having the UULMNJ Public Policy Network join the coalition.

To join a coalition or organization requires Board approval. A resolution will be presented, and if passed, will be carried out by the Executive Director, unless stated otherwise.

Even if UULMNJ (or UULMNJ PPN) is a member of a coalition or organization, local organizations should still be encouraged to support and join these coalitions/organizations as they are able to do so.

D. COMMUNICATIONS

UULMNJ will make regular communication part of its operations to contribute to the health and vitality of the organization. This communication may take the form of:

- Electronic Bulletins
- Newsletters
- Website and Facebook page
- E-mail informational updates and action alerts
- Press releases
- Letters to the editor
- Media inquiries
Policies will be maintained for the website, Facebook page, e-bulletins and newsletters, and the use of email/mail lists.

The monthly e-bulletin may include:
- A message from the Executive Director, Board President, or their designee.
- Updates from each task force and action items as appropriate.
- Social justice news and events from New Jersey’s UU congregations.
- Items of interest from the Metro New York and Joseph Priestley districts, and the UUA.

For congregational newsletters UULMNJ will provide:
- A brief monthly article that congregational newsletter editors may include in congregational newsletters.
- Other notices, such as information about the annual meeting, as necessary and appropriate.

Letters to the editor:
- A letter from UULMNJ should go out under the name of the Executive Director, the Board President, or their designee.
- If an individual is sending a letter, they should identify themselves as a Unitarian Universalist, rather than as a member of UULMNJ.

Press releases:
- Task forces can send out press releases, in consultation with the Executive Director or Board President, if they are about activities that have already been agreed upon by the organization.
- All other press releases should be sent out through the UULMNJ office.

Media inquiries:
- Will be responded to by the Executive Director or forwarded by the Executive Director to the person they believe can most appropriately address them.
- A list of these inquiries will be maintained.

Lists, including the Board of Trustees, Committees and members, Task Forces and members, and their use:
- The executive director or administrator will ensure that current contact lists are maintained for the Board of Trustees, and committee and task force chairs.
- Committee and task force chairs will maintain lists of their group, and regularly provide updated lists to the UULMNJ office.
- These lists will be posted on the website as appropriate, and/or provided in other form for the use of the Board, Congregational Liaisons, Committees, and Task Forces.
- Task force and committee chairs should use their lists only for communicating with their members on issues pertinent to the current work of the group. In light of the large number of email messages received by many people, task force chairs should try to consolidate messages and only send out those that are necessary for task force business.

We do not share our lists with other organizations.
**Distribution of Materials at the Plenary, Workshops, and Other Meetings/Events**

For materials to be included in attendee packets prepared by UULMNJ:
- These materials will come from the Executive Director, staff or the Task Force Chair, to be turned into the office in time to be copied and stuffed in the folders prior to the meeting; or copied for our literature table.
- The only things to be added to the folders or our table at registration would be additional materials from the Executive Director, staff or the Task Force Chair, that for some reason were not available in time for earlier inclusion in the folders. Everything else falls under "other materials", below.

All other materials:
- Meeting attendees can leave materials on a table set up for this purpose. They are responsible for providing their own copies, and removing materials at the end of the meeting.
- The table will have a sign indicating that these materials have not been vetted by UULMNJ, but have rather been brought by fellow UUs for informational purposes.
- UULMNJ reserves the right to remove anything that goes against UU principles, or the policies of UULMNJ (for example no campaign literature).

**Who Speaks for UULMNJ**

*Adopted by the Board of Trustees on January 8, 2012.*

Official Statements, Testimonies and Letters from UULMNJ regardless of origination from
- State Office
- Task Forces
- Individuals
- Congregations/liaisons

Recommendation: All communications and statements made on behalf of the UULMNJ shall go through the Executive Director. Task forces, individuals and congregations/liaisons may identify their membership in the UULMNJ, while speaking for themselves, but may speak for the organization only after submitting statements to the executive director for prior approval.

**Coalitions and Coalition Building:**
- Executive Director
- Task Force Chairs
- Task Force members
- Unitarian Universalists in New Jersey

Recommendation: As a UU individual, anyone is free to join and participate in any coalition or outside group. A proposed coalition with the UULMNJ shall be vetted by the Exec. Director and approved by the board. The UULMNJ name, positions, commitment to actions and other group endeavors requiring, or not requiring, UULMNJ staff and task force chair time can only be determined by the Executive Director. In addition, the task force chair related to the coalition
issue shall be the only spokesperson in that coalition. Other members should go through the Task Force Chair with concerns so that UULMNJ has a unified presence.

**Facebook Page**

*Adopted by the Board of Trustees on January 8, 2012.*

UULMNJ’s Facebook page differs from the UULMNJ website in that while the website is strictly for content about the organization, its activities, and New Jersey’s UU Congregations, Facebook is a vehicle for self-expression. It is a publicly accessible site that serves as a place for UULMNJ friends, and other individuals, to connect and to post (and comment on) material related to the organization and its activities, current issues and events, external events of interest to Unitarian Universalists, and Unitarian Universalism in general.

As a marketing tool, the Facebook page allows the public to look beyond the organization’s representation of itself (i.e., the UULMNJ website) and serves as a window as to how UUs may put their faith into action, what moves us spiritually and some of the causes Unitarian Universalists identify with. It offers a look into how UU principles are translated into personal experiences.

These guidelines for the UULMNJ Facebook page may need revision as we gain experience with this medium and learn the most effective use of the technology.

We encourage New Jersey UUs and others to post such material as:

- Your reaction and/or reflection, as a UU, to current news and events
- Information about a social justice event or initiative of a UU NJ congregation, as well as those of the NY Metro District, Joseph Priestley District, UUA, etc.
- Information about external events of interest to Unitarian Universalists, and/or one’s personal experience with these events
- Personal expressions of our faith, such as “what it means to me to be a UU”
- Personal expressions of what cultural events, or community initiatives, or media programming mean to you as a UU
- Attempts to stimulate discussion about other topics within a UU context

All people are welcome to contribute to conversations on this page, to post questions about UULMNJ and our faith that we may answer or information that may be of interest to local congregations. UULMNJ seeks to promote positive discourse, and as such all posts should be relevant and respectful in nature.

The UULMNJ Facebook page is an open-access site. Anyone can see all content that is posted, and anyone can respond to it. Therefore, discretion is advised when posting information about UULMNJ, our faith, other individuals, and yourself. We strongly recommend that personal contact information for individuals - phone number, e-mail address, etc. – not be posted. All material should be posted with the awareness that, for many, our Facebook page will be an introduction to – and perhaps their first impression of - UULMNJ and Unitarian Universalism.
The UULMNJ Board or executive director will appoint at least two Facebook page administrators. These individuals may post notices about UULMNJ news and events, and may invite public comment about the same. The Facebook administrators will monitor individual posts and will remove inappropriate content or comments. This page will belong to UULMNJ, not to an individual staffer or volunteer.

The Facebook administrators shall have full authority to create, delete and maintain the content, provided that the content:

• Is maintained within the bounds of these Policies
• Is consistent with the Seven Principles of Unitarian Universalism
• Avoids slander, libel, violations of copyright, profanity, off-color humor, and advocacy of political candidates and/or parties
• Does not reveal private personal information
• Does not advertise commercial businesses
• Presents information that is accurate and relevant
• When making announcements, concisely sets out the “Who, What, When, Where, Why, How, and How Much” of all items
• Is written in clear and grammatically correct prose
• Is updated on a timely basis.

IRS guidelines prohibit 501(c)3 organizations, such as UULMNJ, from engaging in electoral politics, including making any statements supporting or opposing any candidate or political party. This includes posts under the name of any UULMNJ task force, committee, or other group.

The following disclaimer, or one similar in nature, will be posted on an appropriate place on the UULMNJ Facebook page:

**UULMNJ has the right to remove any inappropriate content from this page, including but not limited to: content that conflicts with the guiding principles of UULMNJ or Unitarian Universalism, irrelevant content, redundant content, hateful content, malicious content, uncivil or disrespectful content, attacks or complaints against an individual, financial solicitations, endorsements of a political candidate or party, and content that violates Facebook’s terms of use, code of conduct, or other policies. Content that violates Facebook’s policies may also be reported.**

**Website Policy**

*Adopted by the Board of Trustees on January 8, 2012*

The ultimate responsibility for the editorial policies and practices concerning the UULMNJ website rests with the Board of Trustees. Development and/or modification of these policies and practices will be done in consultation with the Communications Committee. The Communications Committee is responsible for the development and maintenance of the website.

The primary functions of the UULMNJ website are:

• To allow UULMNJ to effectively communicate its activities and initiatives
• To serve as a resource by promoting communication and information sharing among NJ
UU congregations to help foster growth in their social justice programs and
congregational development
• To serve as a vehicle for external organizational communications, marketing and
outreach
• To attract and retain Friends of UULMNJ and facilitate their support of the organization
• To build a vibrant and connected church community by fostering internal
communication.

The website will include information on:
• UULMNJ – mission, vision, organizational structure and information, etc.
• UULMNJ priority issues and the issue task forces and their activities
• UULMNJ Committees and other working groups
• NJ’s UU congregations
• Meetings and special events
• Social justice resources – UU and others
• Links to district and denominational information, and other UU statewide networks.

UULMNJ will have a professional webmaster to make any necessary programming changes to
the website. The Communications Chair or his/her designee will serve as the liaison with the
webmaster.

The website is constructed in a manner that enables content to be easily managed. Each task
force and NJ UU congregation will be able to post information to the website. The committee or
group will inform the Communications Committee of the person they have designated to post
their information; the Communications Committee will provide instructions and a brief style
guide.

All material should be posted with the awareness that the UULMNJ website will serve as a
public introduction to, and for many people will be their first impression of, UULMNJ and
Unitarian Universalism. The website will communicate our guiding principles and beliefs in a
clear and consistent manner. Task force and congregational updates should be prepared in such a
way that they are consistent with these principles.

As a 501(c)3 organization, by IRS guidelines, UULMNJ may not engage in electoral politics,
including making any statements supporting or opposing any candidate or political party. This
includes postings by any UULMNJ task force or other group or NJ UU congregation.

The Communications Committee will monitor the website to ensure the appropriateness of
material posted. If it feels that posted material is inappropriate, the author will be contacted to
discuss the material in question, and so that necessary edits can be made.

Any questions or comments concerning the website should be addressed to UULMNJ staff or the
Communications Committee.
E. FINANCIAL

Reimbursement of Staff Expenses (not included)

Reimbursement of Volunteers’ Expenses

UULMNJ volunteers may be reimbursed for expenses with the prior approval of the executive director or the UULMNJ board president.

Reimbursing Mileage (not included)

Reimbursing form (not included)

Donations

UULMNJ will encourage people to become individual donors ("friends") to the organization.

Designation of donations to a specific issue: While it is not possible to allow donations to be designated for a specific issue, we can make sure to acknowledge with gratitude where the donations were coming from – and to encourage and support congregations interested in a specific ministry with their work. The rationale for this is that UULMNJ could not change its essential structure and identity to accept a donation geared toward specific service actions, when this is not what UULMNJ does.

When staff speaks representing UULMNJ, an appeal will be made to provide an honoraria if possible, but they are not required to do so. If staff is going out to preach as part of UULMNJ duties, any honoraria received will go to UULMNJ.

F. PERSONNEL

See separate personnel manual adopted by the Board on April 25, 2010.
OTHER MATERIALS

Sample Conflict of Interest Policy from IRS Website

Article I Purpose
The purpose of the conflict of interest policy is to protect this tax-exempt organization's (Organization) interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Article II Definitions
1. Interested Person Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

2. Financial Interest A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:
   a. An ownership or investment interest in any entity with which the Organization has a transaction or arrangement,
   b. A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement, or
   c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

Article III Procedures
1. Duty to Disclose
In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

2. Determining Whether a Conflict of Interest Exists
After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.
3. Procedures for Addressing the Conflict of Interest
   a. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
   b. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
   c. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
   d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

4. Violations of the Conflicts of Interest Policy
   a. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
   b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Article IV Records of Proceedings
The minutes of the governing board and all committees with board delegated powers shall contain:
   a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.
   b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Article V Compensation
   a. A voting member of the governing board who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.
   b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.
c. No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

[Hospital Insert - for hospitals that complete Schedule C]

d. Physicians who receive compensation from the Organization, whether directly or indirectly or as employees or independent contractors, are precluded from membership on any committee whose jurisdiction includes compensation matters. No physician, either individually or collectively, is prohibited from providing information to any committee regarding physician compensation.]

Article VI Annual Statements
Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

a. Has received a copy of the conflicts of interest policy,
b. Has read and understands the policy,
c. Has agreed to comply with the policy, and
d. Understands the Organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Article VII Periodic Reviews
To ensure the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

a. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining,
b. Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

Article VIII Use of Outside Experts

When conducting the periodic reviews as provided for in Article VII, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.