

**SYNOD OF THE PACIFIC
OF THE
PRESBYTERIAN CHURCH (U.S.A.)**



ADMINISTRATIVE MANUAL

October 4, 2024

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TITLE 1: INTRODUCTION

Chapter 1 Official Synod Administrative Manual and Policy Code

- 1.1.1 Introduction:** This is the Synod of the Pacific Administrative Manual which contains the Bylaws and various administrative procedures and policies of the Synod of the Pacific of the Presbyterian Church (U.S.A.) [hereinafter referred to as Synod]. This Administrative Manual governs the organization and administrative actions of the commissioners, its officers, administrative staff, and Synod operations as is relevant unless otherwise provided for by *Book of Order* of the Presbyterian Church (U.S.A.) and/or by separate action of the commissioners of the Synod of the Pacific.
- 1.1.2 Method of Codification:** There is hereby adopted a method of perpetual codification of the Administrative Manual of the Synod which shall be in accordance with the numbering system of this Policy.
- 1.1.3 Title/Citation:** The adoption by the commissioners of this Administrative Manual is hereby declared to be and shall hereafter constitute the official Synod of the Pacific Administrative Manual. This Administrative Manual shall be known and cited as the “SAM” and it is hereby published by authority of the commissioners of the Synod and shall be kept up to date under the direction of the Stated Clerk of the Synod, acting under authority of the commissioners.
- 1.1.3.1** Citations to this Administrative Manual shall appear as follows: SAM § 1.1.1 or SAM Section 1.1.1.

Chapter 2 Logo, Mission, and Vision

- 1.2.1 Synod Logo:** The following has been adopted as the official Logo of the Synod of the Pacific and may appear on all Synod equipment where appropriate and on official communications and/or publications of the Synod.



1.2.2 Synod Mission Statement:

We, the Synod of the Pacific, PC (USA), are a diverse people, one in Christ, who are called to foster connectionalism and partnership within the Church, following Christ who leads us to what God is calling us to be and to do.

1.2.3 Vision Statement:

- We seek to be in mission together through our stewardship of finances. We will respond to our presbyteries and their churches by developing and providing resources to facilitate their ministries.
- We shall provide assistance to our presbyteries and their churches through the services of the Synod, i.e., financial and administrative support for staff, mission treasury, investments and loans and employee benefits.
- We shall facilitate dialogue and assist the presbyteries to foster relationships and partnerships within the Synod.
- We shall coordinate and assist in funding training events and networking in such areas as emerging mission opportunities, racial-ethnic concerns, COM/CPM conferences and misconduct prevention.
- We shall develop and utilize multiple avenues of communication among our partners within the Synod and General Assembly.
- We shall consult with the presbyteries as to how we may provide assistance with conflict management/resolution.
- We will regularly acknowledge and affirm God's redeeming and reconciling activity in our relationship with General Assembly and in the mission of the Synod.

TITLE 2: BYLAWS

Preamble

- A. **Name:** The name of this corporation is Synod of the Pacific. It is a council of the Presbyterian Church (U.S.A.).
- B. **Constitution:** The Synod is subject to the authority of the Constitution of the Presbyterian Church (U.S.A.), consisting of the *Book of Confessions* and the *Book of Order*, which shall be the rules of the Synod of the Pacific, together with the most recent edition of *Roberts Rules of Order Newly Revised*, in so far as they apply. Pursuant to, and in harmony with, G-3.0105 and G-3.04 of the *Book of Order*, much of which is specifically cited herein, and the California Nonprofit Religious Corporations Law (California Corporations Code Section 9910 *et seq.*) these Bylaws are hereby adopted.
- C. **Presbyteries:** The Synod of the Pacific consists of the Presbyteries of Boise, Cascades, Eastern Oregon, Kendall, Nevada, North Central California, Redwoods, San Francisco, San Joaquin, and San Jose, located in the States of California, Idaho, Nevada, Oregon, and Washington.
- D. **Membership and Board of Directors:** This Corporation shall have no members. Its board of directors shall consist of the commissioners, as provided for in Chapter 1, below.

Chapter 1 Commissioners

- 2.1.1 The Synod of the Pacific shall be a delegated Synod and shall be governed by commissioners elected pursuant to SAM Section 2.1.2., below.
- 2.1.2 The Synod shall be composed of commissioners elected by the presbyteries. The Synod shall determine, with the consent of a majority of its presbyteries, the basis of election and the ratio of commissioners to members represented in the presbyteries, as well as its method to fulfill the principles of participation and representation. The commissioners from each presbytery shall be divided equally between ruling elders and Minister of Word and Sacrament (*Book of Order* G-3.0401). Commissioners shall be broadly representative of the areas from which they are elected. Full consideration should be given to persons of all racial-ethnic groups, different ages, all genders and sexual orientations, any marital status, various abilities, diverse geographical areas, and different theological positions consistent with the Reformed tradition (*Book of Order* F 1.0403, G-3.0103, G-3.0109, G-3.0401).
- 2.1.3 Each presbytery shall elect four commissioners, two of whom shall be Minister of Word and Sacrament and two of whom shall be ruling elders; of those four persons, two shall be female and two shall be male; with at least one a racial-ethnic person, unless an exception is granted by the Synod of the Pacific. The Synod shall seek to guarantee full participation and representation in its worship, governance, and emerging life to all persons or groups within its membership. (*Book of Order* F-1.0403)
- 2.1.4 Commencing with commissioners elected in 2012 (Class of 2015), commissioners shall be elected for a term of three years and are eligible for election to a second three-year term. After a commissioner has served six consecutive years, he or she shall not be eligible for service as a commissioner from the

same presbytery until one full year has elapsed. A commissioner who is absent for three consecutive meetings shall be deemed to have resigned as a commissioner.

- 2.1.5** The Moderator, Vice Moderator and all commissioners serving as members of standing committees shall continue in office until the successor Synod is constituted, its officers elected, and its committees established.
- 2.1.6** Presbyteries may elect alternate commissioners according to the categories listed above, provided that the commissioners who participate in any Synod meeting shall meet the criteria for inclusiveness from each presbytery.
- 2.1.7** In addition to the commissioners elected by the presbyteries, the Synod Executive, the Executive/General Presbyters, and the Personnel Chairs of Presbyteries shall regularly be enrolled as corresponding commissioners with privilege of the floor but no vote. The Moderator of Presbyterian Women of the Synod of the Pacific shall regularly be enrolled as a corresponding commissioner, with privilege of the floor, with vote.
- 2.1.8** Meetings of the Synod shall be open to all individuals, and organizations within the bounds of the Synod, which are committed to the life and ministry of the Presbyterian Church (U.S.A.). Individuals and representatives of these organizations are encouraged to attend meetings of the Synod, at their expense, and may be seated as a corresponding commissioner with privilege of the floor but no vote.

Chapter 2 Meetings

- 2.2.1 Commissioner Meetings:** The Synod commissioners shall meet two or more times annually between July 1 and June 30, on dates and at locations to be decided by the Synod in the previous year upon recommendation of the Coordinating Committee (*Book of Order* G-3.0405).
- 2.2.2 Annual Meeting:** The first meeting after July 1 in each year shall be designated as the Annual Meeting.
 - 2.2.2.1** At the annual October meeting, new commissioners are requested to review **The Policy Statement in Regard to Conflict of Interest and Photo Release Form (SAM Appendix P)**, sign and return the forms to the Synod.
- 2.2.3 Special Meetings:** Special meetings may be called under the provisions of the Book of Order G 3.0405. The Moderator shall call a special meeting when deemed necessary or when requested in writing by at least three ruling elders and three teaching elders representing at least three different presbyteries.

The call to a special meeting shall include the date, time, location (whether in person or by virtual means), and purpose of the meeting. The purpose of the meeting should clearly and specifically describe the subject matter of the motions or items of business to be considered. The call to a special meeting shall be sent out not less than five calendar days in advance to each commissioner and presbytery stated clerk.

Should the Moderator be unable or unwilling to act to call a special meeting when the criteria for a special meeting have been met, then the Vice Moderator or Stated Clerk may issue the call.

- 2.2.4 Written Notice of Meetings:** Written notice of meetings, together with a proposed docket and proposed amendments to these Bylaws, if any, shall be mailed to all commissioners and corresponding

commissioners at least thirty (30) days prior to the meeting.

2.2.4.1 Electronic Meetings: Committees, commissions, boards and other official entities of the Synod may, from time to time when physical meetings are impractical, arrange to meet and conduct business via electronic video and/or audio teleconference. Reasonable notice of the date, time and set-up procedures of electronic meetings will be given by the group's chairperson or moderator. The conduct of electronic meetings will conform as closely as possible to the procedures for physical committee meetings set out in the latest edition of Robert's Rules of Order, including (but not limited to) those for quorums and the recording of minutes. Actions taken in teleconference meetings shall be reported to the Synod in the same manner as any other actions are reported. Minutes of teleconference meetings shall be treated as official minutes, must be approved by the entity at its next physical or electronic meeting and shall be kept and forwarded in the same way as minutes of physical meetings.

2.2.4.2 Email Voting: Committees, commissions, boards and other official entities of the Synod may, from time to time, cast binding votes through email or other commonly used but individually addressed electronic tool. Email voting is limited to action items believed to be routine and not controversial. In such cases the chair or moderator of the entity will make a motion (a second is not required) by sending the motion's text and any significant background material to all members of the body. The group's moderator or chairperson will also include an announcement which clearly indicates the deadline for receipt of responses and offers any and all members the opportunity to stop the email vote and call for an electronic meeting to consider the matter. Members of the group voting will use the "respond all" facility of email or otherwise respond in a way by which all participants can see all the votes. Email voting produces a valid action when the number of voters responding meets or exceeds the group's normal quorum, and the measure being voted on receives positive responses from at least $\frac{3}{4}$ of those members who respond.

2.2.5 Quorum: A quorum for the transaction of business shall consist of at least ten Minister of Word and Sacrament and ten ruling elders, provided that six of the presbyteries are represented (*Book of Order* G-3.0405).

2.2.6 Mileage Reimbursement: Automobile mileage at the IRS allowable rate; parking and highway/bridge tolls as necessary. Mission Finance Committee can amend the mileage reimbursement rate at any time they feel the IRS allowable rate is not appropriate. Currently the Synod volunteer mileage reimbursement rate is 50% of the IRS business rate.

2.2.7 Childcare at Synod: To encourage participation by commissioners of all ages and family structures and give them the opportunity to fully participate in Synod, assistance may be granted for a portion of childcare expenses during Synod meetings. This will be granted on a case-by-case basis by Synod staff, in consultation with the chair of the Mission Finance Committee and included on a regular Synod meeting voucher.

2.2.8 New Business: New business introduced to the Synod plenary meeting shall be referred to an appropriate standing committee for consideration and recommendation to the next stated meeting of the Synod. A motion to consider new business at the same meeting it is introduced shall require a two-thirds vote upon which the Moderator, in consultation with the Stated Clerk, shall place the item(s) on the docket.

Chapter 3

Officers

2.3.1 Moderator and Vice-Moderator: The Moderator and the Vice-Moderator shall be elected from the active commissioners of the Synod, to serve a one-year term beginning with their installation at the Annual meeting of the Synod. The Vice-Moderator shall become the Moderator in the succeeding year. The Moderator or, in the absence of the Moderator, the Vice-Moderator possesses the authority for preserving order and for conducting efficiently the business of the Synod. The Moderator shall convene and adjourn the Synod in accordance with its own action. In an emergency, the Moderator may convene the council by written notice at a time and location different from that previously designated by the Synod.

2.3.1.1 Duties and Responsibilities of the Moderator or, in the absence of the Moderator, the Vice Moderator

- 2.3.1.1.1** Convenes the meetings of the Synod at the time and location previously determined, or at a time and location which the Moderator, in consultation with the Stated Clerk and the Synod Executive, shall determine;
- 2.3.1.1.2** Presides at meetings of the Synod or makes provision for another commissioner to preside;
- 2.3.1.1.3** Continues to preside until the Synod has installed a new Moderator;
- 2.3.1.1.4** Serves as Chair of the Coordinating Committee, continuing until the new Moderator shall have been elected and installed; and
- 2.3.1.1.5** Represents the Synod at such occasions as the Synod shall determine.
- 2.3.1.1.6** The Moderator of the Synod shall be responsible for arranging for Synod worship at the beginning of each plenary session, as well as the Celebration of the Eucharist on Thursday evenings.

2.3.2 Stated Clerk: The Stated Clerk is an ecclesiastical officer of the Synod and shall provide all services as required by the Bylaws of the Synod of the Pacific and the *Book of Order* of the Presbyterian Church U.S.A.) and as may be assigned by the commissioners of the Synod.

2.3.2.1 Accountability: The Stated Clerk is accountable to the Synod of the Pacific, a mid-council of the Presbyterian Church (U.S.A.), through the Mission Personnel Committee. There shall be an annual performance and compensation review of the Stated Clerk carried out by the Synod Performance Review Committee in the manner as provided in Synod of the Pacific Administrative Manual (SAM). The results of the performance review shall be reported to the Synod, and recommendations concerning compensation shall be reported to the Coordinating Committee and to the Mission Personnel Committee for inclusion in the development of the annual budget.

2.3.2.2 Functions, Tasks and Expected Results

2.3.2.2.1 Records/Minutes

- 2.3.2.2.1.1** Record transactions of the Synod.
- 2.3.2.2.1.2** Keep a full and accurate record of its proceedings, including Synod Plenary and Coordinating Committee minutes.

- 2.3.2.2.1.3** Work with Synod Moderator and Synod Executive to ensure that Synod action items are completed.
- 2.3.2.2.1.4** Keep roll of commissioners and attendance, preserve its records carefully and furnish extracts when requested by another council of the Church or a competent legal civil entity, keeping all original material onsite.
- 2.3.2.2.1.5** Receive all memorials, overtures and other papers addressed to the Synod, make a record of same and deliver to the appropriate administrative unit.
- 2.3.2.2.1.6** Ensure distribution of Minutes in accordance with the following:
Within the Synod: to each presbytery office and stated clerk of each presbytery and to each commissioner present for the meeting to which the minutes pertain.
Outside the Synod: Office of the General Assembly (two attested copies), Presbyterian Historical Society, libraries of all Presbyterian seminaries, other libraries on request and by exchange with other Synods as advisable (G-3.0107).
- 2.3.2.2.1.7** Ensure that the Synod Administrative Manual (SAM) shall contain all currently adopted policies.
- 2.3.2.2.1.8** Assist the Director of Business Services annually with the Stated Clerk budget.

2.3.2.2.2 Official Communications

- 2.3.2.2.2.1** Maintain communications with all corresponding entities, stated clerks of councils, and interchurch agencies.
- 2.3.2.2.2.2** Communicate actions of Synod to councils and to other groups and persons as appropriate.
- 2.3.2.2.2.3** Notify elected and appointed members of Synod committees and task forces of their terms of office.
- 2.3.2.2.2.4** Serve as a contact on General Assembly ecclesiastical matters.
- 2.3.2.2.2.5** Receive and refer judicial matters to an appropriate administrative unit and/or council.

2.3.2.2.3 Synod Meetings

- 2.3.2.2.3.1** Ensure that meeting accommodations are set for future Synod meetings.
- 2.3.2.2.3.2** Present for adoption at the Synod Meeting the docket and format for the meeting as recommended by the Coordinating Committee.

- 2.3.2.2.3.3** Ensure that a call is issued for regular and special meetings of the Synod.
- 2.3.2.2.3.4** In collaboration with the Synod Executive and Central Office staff, provide orientation and instruction to Synod commissioners related to Synod and Committee meetings on the operations style of the Synod business session for commissioners, based on the *Book of Order*, *Synod Bylaws* and *Robert's Rules for Order*.

2.3.2.3 Judicial and Constitutional

2.3.2.3.1 Synod Permanent Judicial Commission (PJC)

- 2.3.2.3.1.1** Convene the PJC and preside until a moderator has been elected.
- 2.3.2.3.1.2** Notify the Synod Executive, Moderator and Clerk of the PJC when an administrative or judicial action has been filed and ensure that all pertinent papers are transmitted to said Moderator and Clerk and the entire PJC in a timely manner.
- 2.3.2.3.1.3** Assist in the judicial process of the Synod according to the *Rules of Discipline* in the *Book of Order*.
- 2.3.2.3.1.4** Ensure meeting arrangements for hearings and trials.
- 2.3.2.3.1.5** Make a summary report to the Synod of the final decision in a case when received from the clerk of either the Synod PJC or GAPJC. Ensure that the full report is contained in the Synod minutes and published on the Synod website.
- 2.3.2.3.1.6** Ensure all orders contained in the judgment are fulfilled.

2.3.2.3.2 Constitutional Interpretation

- 2.3.2.3.2.1** Have available copies of the latest Constitution of the Presbyterian Church (U.S.A.), the latest minutes of the General Assembly, and minutes of the previous Synod meeting to the current Synod commissioners and to committees, task forces and other administrative units upon request.
- 2.3.2.3.2.2** Prepare revisions to SAM in collaboration with the Central Office Staff and present them to the Synod for its consideration and action.
- 2.3.2.3.2.3** Serve as parliamentarian at each Synod meeting under the guidance of the *Book of Order* and *Robert's Rules of Order* (latest edition), except when it is in contradiction with the Constitution.
- 2.3.2.3.2.4** Ensure that the records of the Presbyteries are reviewed in

accordance with the *Book of Order* (G-3.0108a).

2.3.2.3.2.5 Attend meetings of the General Assembly to respond to questions of the standing committee reviewing Synod records; provide information on the background and intent of any overture, memorial or other matters submitted by the Synod to the General Assembly; and monitor the proceedings of the General Assembly, noting and communicating ecclesiastical matters that may affect the Synod. Information communicated to the Synod shall be done in consultation with the Synod Executive.

2.3.2.3.2.6 Provide training for Presbytery clerks at least annually or as requested; resource Presbytery clerks, as requested.

2.3.2.3.2.7 Provide ecclesiastical resource guidance and counsel to the Synod, its bodies and presbyteries as requested.

2.3.2.4 Relationships

2.3.2.4.1 Officer of the Synod with privilege of voice but no vote.

2.3.2.4.2 Member, ex-officio with vote and secretary of the Synod Coordinating Committee.

2.3.2.4.3 Secretary of all Synod Corporations.

2.3.2.4.4 Resource person to the Nominating Committee. *(suspended 10/2022 for 4 years)*

2.3.2.4.5 Director, ex-officio member with voice and vote to the Board of Trustees of Zephyr Point Presbyterian Conference Center.

2.3.2.4.6 Participant in the Synod Stated Clerk annual training event, the Fall Polity Conference and the Stated Clerks' gathering at General Assembly.

2.3.2.4.7 Colleague in ministry with the Synod Executive with mutual concerns for the life and well-being of the Synod.

2.3.2.4.8 Supervise Central Office Staff in relation to their responsibilities as Recording Clerk and Assistant to the Stated Clerk.

2.3.2.5 Election: The Stated Clerk shall be a ruling elder or Minister of Word and Sacrament eligible for election as a commissioner to Synod. The Stated Clerk shall be elected by the Synod at an Annual Meeting or when the term of office shall be completed, for a term of six years and is eligible for re-election for an additional term or terms. The Nominating Committee after consultation with the Coordinating Committee shall place one name in nomination; further nominations may be made from the floor by the commissioners. If more than one person is nominated, election shall be by written ballot.

2.3.3 Treasurer: The Treasurer is an ecclesiastical officer of the Synod and shall provide all services as required by the Bylaws of the Synod of the Pacific and as provided in SAM § 8.4.1.6.3.

2.3.3.1 Nomination and Election: The persons elected and appointed as Treasurer of the Corporation as provided in these Bylaws at Section 2.7.4 shall also serve as the Treasurer hereunder.

2.3.3.2 Ecclesiastical Officer: The Treasurer is an ecclesiastical officer of the Synod with the privilege of voice but no vote.

Chapter 4

Permanent Committees and General Provisions

2.4.1 Permanent Committees: There shall be six permanent committees composed of commissioners elected by the Synod upon recommendation of the Nominating Committee unless hereinafter otherwise stated. Of these six committees, there are:

2.4.1.1 Two permanent committees, the structures of which are specified within the *Book of Order* as follows:

The Committee on Representation (G-3.0103) [herein referred to as COR]; and
The Nominating Committee (G-3.0111) [herein referred to as NC].

2.4.1.2 Three permanent committees that are established for the mission purposes of the Synod and for the administration of its mission program as follows:

The Mission Partnership Committee [herein referred to as MPaC];
The Mission Finance Committee [herein referred to as MFC]; and
The Mission Personnel Committee [herein referred to as MPeC].

2.4.1.3 One permanent committee established for the coordination of the work of the Synod body;
The Coordinating Committee [herein referred to as CC].

2.4.2 Committees should be broadly representative of the commissioners and of the presbyteries that have elected them. The Committee on Representation (G-3.0103) and the Nominating Committee (G-3.0111) have specific membership requirements in the *Book of Order* as reflected in the references below. Members of the CC, COR and NC shall also serve on the mission program committee and shall be divided among those committees in numbers as nearly even as possible.

2.4.3 The mission committees of the Synod shall be constituted so that approximately half of each committee shall be ruling elders and half shall be Minister of Word and Sacrament; approximately half of each committee shall be females and half shall be males. Racial-ethnic persons shall be equally distributed among the committees. At least a majority of the presbyteries shall be represented on each committee.

2.4.4 A quorum for each Synod committee shall be a majority of its voting members.

2.4.5 At the Annual Meeting, the NC shall propose the names of persons for election to the other permanent committees, and the commissioners of the Synod shall elect all committee members. Opportunity for nominations from the floor shall be provided. Commissioners may serve as members of the same committee during their three-year term of service.

2.4.6 From time to time, the Synod committees may recommend to the commissioners of the Synod the creation of a commission, according to the provisions of the *Book of Order* (G-3.0405, G-3.0109) in

order to enable Synod business to be conducted between Stated Meetings in a timely fashion. Each commission so created shall have a specific charter and a definite term of existence, which is set forth in Title 3 of this Synod of the Pacific Administrative Manual (SAM).

Chapter 5

Synod Staff

2.5.1 Principles of Synod staff provisions: (G-3.0110)

- 2.5.1.1** There shall be persons called and elected to administrative staff positions in the Synod to assist in the achievement of Synod and presbytery objectives.
- 2.5.1.2** There shall be persons appointed to administrative support positions in the Synod to assist in the achievement of mission objectives.
- 2.5.1.3** Synod staff shall be called, elected, or hired to serve in the presbytery of the Synod according to the process outlined in the most current approved and/or amended version of the Synod of the Pacific Personnel Policies and Procedures Manual.
- 2.5.1.4** Persons, whether called and elected or appointed, who are administratively responsible to the Synod shall be elected or appointed for an indefinite term.
- 2.5.1.5** The Synod Executive, the Executive/General Presbyters, Associate Presbyters and Regional Presbyters shall be called and elected by the Synod; all other administrative staff shall be appointed by the Executive/General Presbyter and presbytery Personnel Committee, in consultation with the Synod Executive. The presbytery or mission unit Personnel Committee shall report its action to the next meeting of the Synod.

2.5.2 The Synod Executive provisions:

- 2.5.2.1** The Synod shall call and elect a Synod Executive who shall be the principal administrator of the mission of the Synod, to provide the vision and coordinate and implement the Synod's goals and objectives as provided in the Synod executive's position description.
- 2.5.2.2** It shall be the responsibility of the Synod executive, as head of staff, to administer Synod's current mission program and staff and to perform such other duties as assigned by the *Book of Order*, these Bylaws and the Synod.
- 2.5.2.3** The Synod Executive is accountable to the Synod of the Pacific, a council of the Presbyterian Church (U.S.A.). There shall be an annual performance and compensation review of the Synod Executive carried out as provided in SAM 8.10.3.6. The results of the performance appraisal shall be reported to the Synod and recommendations concerning compensation shall be reported to the Coordinating Committee and to the Mission Personnel Committee for inclusion in the development and enactment of the annual budget.

2.5.3 Other Synod Mission Staff provisions:

- 2.5.3.1** There may be Executive/General Presbyters and program associates in each presbytery, who may be designated by a variety of titles according to the nature of the position and the

responsibilities related to it.

- 2.5.3.2** Elected staff of General Assembly serving temporarily within the bounds of the Synod shall be considered Synod Mission Staff and administratively responsible to the executive of a presbytery or to the Synod Executive as appropriate for such a temporary assignment.
- 2.5.3.3** The Synod may call and elect persons to its administrative staff in association with other synods and/or presbyteries in order to fulfill the goals and objectives of their cooperative mission.

Chapter 6

Permanent Judicial Commission

[PJC]

- 2.6.1** There shall be a Permanent Judicial Commission [herein referred to as PJC] composed of eleven (11) members, one from each of the ten presbyteries of the Synod, plus one additional member from any presbytery to be nominated and elected when all other presbyteries are represented. The Synod PJC members shall be nominated by the Nominating Committee and elected by the Synod for a term of six years in classes as nearly equal in number and in gender as possible. PJC members shall be elected at the October meeting of the Synod, to begin service in January of the following year. Terms of service according to the Book of Order.
- 2.6.2** The PJC shall elect its own moderator and clerk annually from among its own membership. The PJC shall elect a moderator *pro tem* in the event the moderator of the PJC is unable to attend.
- 2.6.3** The PJC shall act upon all items referred to it by the presbyteries, or originated in the Synod, in accordance with the provisions of the *Rules of Discipline*.
- 2.6.4** In addition to regular staff responsibilities, the stated clerk shall be authorized to convene the PJC and preside until a moderator has been elected.

Chapter 7

The Synod Corporation

- 2.7.1** The Synod shall be incorporated as a nonprofit religious corporation and shall cause to be formed one or more other corporations to enable it to receive, hold and transfer property; and to exercise the management of its corporate affairs in such manner as the Synod may from time to time direct. Without limiting the authority of the Synod with respect to these corporations thus formed and maintained by it, all property of every kind held by or entrusted to these corporations shall be dealt with, and all powers and authorities vested in them or in their officers shall be exercised, in conformity with the directions of the Synod (G-4.0101).
- 2.7.2** The corporate Synod shall have the care, custody and control of the real and personal property of the Synod of the Pacific of the Presbyterian Church (U.S.A.), a religious corporation under the direction of the Synod, and shall be governed and controlled by the Constitution of the Presbyterian Church (U.S.A.), and all powers and authorities vested in it and in its officers shall be exercised in conformity with the direction of the Synod.
- 2.7.3** The commissioners of the Synod of the Pacific shall itself be the Board of Directors of the corporation

and shall hold office as directors during the term for which they have been elected as commissioners and until their duly elected successors shall have qualified and shall have entered upon the duties of their office. From time to time and as specifically now or hereafter authorized in these Bylaws, the Board of Directors may delegate certain of its powers to subordinate units or committees, always reserving the right of review and final decision to itself.

- 2.7.4** The chair of the Mission Finance Committee shall be the President and the Stated Clerk shall be the Secretary of any and all corporations which the Synod shall cause to be formed for the purposes specified in this chapter of the Bylaws. The Treasurer shall be nominated by the Committee on Mission Finance and elected or re-elected by Synod at each annual meeting.

Chapter 8

Related Boards and Agencies

- 2.8.1** Any board or agency that is responsible for the management of assets, property or funds and is under the jurisdiction of, or is related to, the Synod shall be organized as a governing board that may be incorporated upon authorization of the Synod. The corporation of these boards and agencies shall be related to the Synod through the Mission Partnership Committee.
- 2.8.2** An annual report by each such board or agency shall be made to the Synod, including a report of finances, program, and administration.
- 2.8.3** In all corporations organized to hold title to property of, or to take over the responsibility of any work conducted by, or on behalf of, the Synod, the Articles of Incorporation shall specify that the work of said corporation is an integral part of the work of the Synod. The bylaws (other than these Bylaws) shall provide that all directors or members of each such corporation shall be elected by the Synod, or such agency as the Synod may designate.
- 2.8.4** The Synod may join other governing bodies of the Presbyterian Church (U.S.A.) in organizing separate corporations, in which case provision shall be made in the Articles of Incorporation to specify that the work of the corporation is an integral part of the work of the Synod, and that all directors or members of the corporation shall be elected by the Synod, or such agency as the Synod may designate.
- 2.8.5** Every corporation under the jurisdiction of, or related to, the Synod shall file an annual report with the Stated Clerk, including a full financial report.

Chapter 9

Suspension and Amendment

- 2.9.1** These Bylaws or any individual bylaw may be suspended by a two-thirds vote of those commissioners present and voting at any Stated Meeting of the Synod.
- 2.9.2** **Amendment:** These Bylaws may be amended by a two-thirds vote of those commissioners present and voting at a Stated Meeting of the Synod when the proposed amendment has been submitted in writing to the commissioners with the formal call to the meeting, thirty (30) days prior to its convening.

TITLE 3: PERMANENT COMMITTEES

<i>Committee Acronyms:</i>	
CC	Coordinating Committee
COR	Committee on Representation
MFC	Mission Finance Committee
MPaC	Mission Partnership Committee
MPeC	Mission Personnel Committee
NC	Nominating Committee
PJC	Permanent Judicial Commission

Chapter 1 Permanent Committee Organization

- 3.1.1** The committees find direction from scripture in 2nd Corinthians 9, verse 12: “For the rendering of this ministry not only supplies the needs of the saints but also overflows with many thanksgivings to God.” Committees are encouraged to not only open and close their meetings with prayer, but also to pause for prayer during the meetings when appropriate.
- 3.1.2 Standing Committee Membership** [except for the NC and the CC]: The members of COR, MPaC, MFC and MPeC shall be those Synod commissioners duly elected by their respective presbyteries and nominated to the committee by the NC [Nominating Committee] and elected by the commissioners of the Synod.
- 3.1.3 Nominating Committee Membership:** The members of the NC shall be those Synod commissioners duly elected by their respective presbyteries and nominated to the Nominating Committee by the Coordinating Committee [CC] and elected by the commissioners of the Synod.
- 3.1.4 Election of a Chairperson:** The chairpersons of the COR, MPaC, MFC and MPeC shall be recommended by the NC for election by Synod. Mission Committee Chairs serve one year with a maximum of two consecutive years of service.
- 3.1.5 Election of Vice-Chairperson:** Except for the Coordinating Committee, each permanent committee shall name and elect a vice-chairperson from among its members.
- 3.1.6 Committee Minutes:** Each permanent committee shall maintain a written record of its meetings.
- 3.1.7 Recording Clerk:** Except for the Coordinating Committee, each permanent committee shall elect a Recording Clerk from amongst its voting members to serve as Recording Clerk, and Synod Administrative/Resource Staff shall not serve as Recording Clerk for the committee.
- 3.1.8** General/Executive Presbyters from our various presbyteries shall serve as resource persons to the permanent committees except for the Coordinating Committee. The role of the resource staff is to assist the committees in their work by providing input and guidance, as appropriate, facilitating the elected committee members in performing their responsibilities.
- 3.1.8.1** Neither Administrative nor Resource Staff shall attempt to control the work of the committees or do the committees’ work.

Chapter 2 Coordinating Committee [CC]

- 3.2.1** The Coordinating Committee shall be composed of the chairs of the five other permanent committees, the Moderator of the Synod who shall chair the council, the Vice Moderator of the Synod, the Stated Clerk of the Synod [ex-officio without vote], who shall serve as secretary, the Synod executive, and a staff resource person. There shall be Members-at-large elected to serve one year, with a maximum of two consecutive years of service, to insure that each presbytery is represented.
- 3.2.2** The responsibilities of the CC shall be to:
 - 3.2.2.1** Seek to discern what it is that God calls the church to do and to be.
 - 3.2.2.2** See to the spiritual nurture of the Synod commissioners. The moderator of the Synod shall be responsible for arranging for Synod worship at the beginning of each plenary session, as well as the Celebration of the Eucharist, and that commissioners and staff have the opportunity to sign up to assist the Moderator in planning and implementation of those worship experiences.
 - 3.2.2.3** Envision, discuss, and recommend to the Synod various projects and plans for consideration and action.
 - 3.2.2.4** Serve as a liaison between the Synod and the presbyteries for the good of the whole church.
 - 3.2.2.5** Nominate persons to serve as the NC.
 - 3.2.2.6** Initiate and provide oversight of a review process of the Synod Mission Statement as needed.
 - 3.2.2.7** Provide review of the vision statement of the Synod of the Pacific on an annual basis.
 - 3.2.2.8** The Coordinating Committee shall:
 - 3.2.2.8.1** Prepare the docket prior to the meetings of the Synod of the Pacific
 - 3.2.2.8.2** Have the authority to appoint Administrative Committees/ Commissions on behalf of the Synod of the Pacific if and when such are needed.
 - 3.2.2.8.3** Have authority to act for the Synod between its meetings on those specific matters as may be assigned by the Synod.

Chapter 3

Nominating Committee

[NC]

- 3.3.1** The Nominating Committee shall be composed of at least six commissioners, broadly representative of the member churches of the presbyteries. The committee shall have equal numbers of Minister of Word and Sacrament and ruling elders, as well as equal numbers of male and female commissioners (*Book of Order* G-3.0111). The Chair of COR shall also be included in the membership of the Nominating Committee (*Book of Order* G-3.0103).
- 3.3.2** NC shall be nominated by the CC and elected by the Synod, ordinarily at the meeting immediately prior to the Annual Meeting.
- 3.3.3** The Stated Clerk of the Synod shall serve as the resource person to the Nominating Committee. (*suspended 10/2022 for 4 years*)
- 3.3.4** Responsibility: The responsibilities of the NC shall be to:
- 3.3.4.1** In regular consultation with the COR, provide for fair representation in all nominations, being careful to seek persons with strong leadership skills and persons with diverse gifts.
 - 3.3.4.2** Nominate persons to serve as ecclesiastical officers of the Synod.
 - 3.3.4.3** Nominate persons to fill vacancies on Synod boards, committees, councils, commissions and other bodies that require election by the Synod.
 - 3.3.4.4** Recommend persons to the Synod for nomination to serve on other bodies that are related to the Synod or to governing bodies or other agencies requiring a nomination from or confirmation by the Synod.
 - 3.3.4.5** Nominate persons as moderator and vice moderator with an advance written notice of the meeting at which an election is to take place.
 - 3.3.4.6** Nominate persons to serve as chairperson of the permanent committees until the next annual meeting. No person may serve as chair of the same committee for more than two years during any term of service. (SAM § 3.1.3)
 - 3.3.4.7** Nominate from within its continuing membership a person for election by the Synod commissioners to serve as its chair for a one-year term.
- 3.3.5** **Terms of Office:** The terms of office for various officer and committee positions, nominated by the Nominating Committee and elected by the Synod commissioners are:
- 3.3.5.1 Moderator:** one year of service.
 - 3.3.5.2 Vice Moderator:** one year of service as Vice Moderator and one year of service as Moderator. (See SAM 2.3.1)
 - 3.3.5.3 Stated Clerk:** six years and eligible for additional terms of service.
 - 3.3.5.4 Treasurer:** one year and eligible for additional terms of service. This person is nominated by

the MFC for election by the Board of Directors of the civil corporation.

- 3.3.5.5 Mission Committee Chairs:** one year with a maximum of two consecutive years of service.
- 3.3.5.6 Mission Committee Members:** three-year term and eligible for an additional three-year term of service if re-elected by presbytery.
- 3.3.5.7 Member at Large of the CC:** one year with a maximum of two consecutive years of service.
- 3.3.5.8 NC Chair:** one year with a maximum of two consecutive years of service.
- 3.3.5.9 NC Members:** three-year term and eligible for an additional three-year term of service if re-elected by presbytery.
- 3.3.5.10 COR Chair:** one year with a maximum of two consecutive years of service.
- 3.3.5.11 COR Members:** three-year term and eligible for an additional three-year term of service if re-elected by presbytery.
- 3.3.5.12 PJC Members:** six years. After serving a full six-year term, shall not be eligible for re-election until four years have elapsed. (SAM 2.6.1) (*Book of Order* D-5.0101).

Chapter 4

Committee on Representation

[COR]

- 3.4.1** The Committee on Representation shall be composed of three or more commissioners, consisting of a balanced number of men and women, a majority of whom shall be selected from the racial-ethnic groups within the Synod and elected as provided at SAM § 3.1.1.
- 3.4.2** The responsibilities of COR shall be to:
 - 3.4.2.1** Advise Synod in implementing the principles of participation and inclusiveness with respect to the membership of its committees SAM §3.3.1 (*Book of Order* G-3.0103).
 - 3.4.2.2** Serve as an advocate for the participation of racial-ethnic members, women, different age groups and persons with disabilities and as a continuing resource to the Synod.
 - 3.4.2.3** Consult with NC prior to its report to the annual meeting of the Synod and review the constituency of Synod committees on a continuing basis.
 - 3.4.2.4** Report annually to the Synod progress toward fair representation of racial-ethnic members, women, different age groups, persons regardless of marital status and persons with disabilities.
 - 3.4.2.5** Confer with racial-ethnic membership groups, with constituencies of women's groups and with groups of persons with disabilities.

3.4.2.6 Consult with MPeC as required certifying that search processes are in accordance with the principles of diversity and inclusiveness.

3.4.2.7 Assist the presbyteries' Committees on Representation in fulfilling their responsibilities.

Chapter 5

Mission Partnership Committee

[MPaC]

3.5.1 The Mission Partnership Committee shall be composed of at least ten commissioners elected as provided at SAM § 3.1.1. In addition, the Moderator of Presbyterian Women of the Synod of the Pacific shall have voice and vote.

3.5.2 Mission: As one of the permanent committees within the structure of the Synod of the Pacific (PCUSA), it is the role and responsibility of the MPaC to assist the Synod and its presbyteries in supporting and interpreting the ministry of our Lord Jesus Christ in this region and throughout the denomination.

3.5.3 Partnership and Consultation Responsibilities

3.5.3.1 Plan and conduct consultations between the Synod and the presbyteries with regard to mission priorities and program.

3.5.3.2 Develop, in conjunction with member presbyteries, joint plans and objectives for the fulfillment of mission, providing encouragement and guidance to member presbyteries.

3.5.3.3 In consultation with the Synod, develop and provide resources as needed to facilitate the mission of member presbyteries.

3.5.3.4 Consult with member presbyteries with regard to their general mission budget.

3.5.3.5 Facilitate, in consultation with the Synod, joint action in mission with other denominations and agencies in the region.

3.5.3.6 Recommend to the Synod ways to deal with prevailing, emerging and emergency issues of mission, racism, violence and injustices.

3.5.3.7 Relate to the corporations of any board or agency responsible for the management of assets, property or funds under the jurisdiction of, or related to, the Synod.

3.5.3.8 Select Synod representatives for consultation with the council.

3.5.3.9 Appoint representatives from within its committee to represent the Synod, along with the Synod Executive, at GA/Synod Mission Partnership Consultations and related subcommittees.

3.5.3.10 Help plan, in consultation with the Synod Audit and Budget subcommittee of the MFC and represent the Synod at the spring Synod Mission Partnership Funds Consultation with the Synod of the Pacific Presbyteries.

3.5.3.11 Appoint task forces as needed to work with member presbyteries to meet emerging mission needs.

3.5.3.12 Other: The MPaC shall address other partnership-related matters that may arise from time to time.

3.5.4 Communication and Interpretation Responsibilities

3.5.4.1 Facilitate communication among member presbyteries and between them and the General Assembly.

3.5.4.2 Develop ways to help interpret the mission of the Synod and member presbyteries. (For example, an interpretation piece that describes the services of the Synod and how it supports its presbyteries, churches, and the General Assembly; a “Mission Book,” updated annually, that includes all member presbyteries mission projects).

3.5.4.3 Oversee the development, implementation, and content of the Synod's web site, with the assistance of Synod Central Office Staff.

3.5.4.4 At the request of the Synod or the Synod CC appoint a task force to review and make recommendations for revising the Synod’s Mission and Vision Statements.

3.5.5 Support of Mission and Ministries

3.5.5.1 MPaC shall develop and submit to the Synod for approval an annual budget for the work of the committee.

3.5.5.2 The MPaC budget request shall include line item(s) from which the committee can allocate funds to support emerging mission needs within the Synod, such as but not limited to:

- Annual Mission Partnership Consultation;
- Meetings of presbytery COM and CPM chairs;
- First Call Pastors Retreat;
- Church Development consultations;
- Misconduct Prevention workshops; and
- Racial-Ethnic Ministry gatherings.

3.5.5.3 Priority shall be given to those requests for funds that come from a presbytery, church, or constituent organization within the bounds of this synod.

3.5.5.4 The budget request for the committee shall also include funds for meetings and/or consultations to be held when two or more presbyteries have a common need.

3.5.5.5 The MPaC shall review and take action on grant applications for the Hilda V. Thompson Medical Ministry Fund, the Emerging Need Grant Fund, the Opportunity Grant Fund, and/or any other restricted funds assigned to the committee. Applications shall be processed on a quarterly cycle with priority given to Emerging Need Grant Fund applications, which are understood to have a higher degree of urgency.

3.5.5.6 The MPaC shall review miscellaneous requests for funds from all other sources that are outside the committee’s budget. The committee shall make a recommendation for approval

or denial of such requests to the Synod Assembly. In making its recommendation, the committee must recognize that these requests are outside the approved budget of the Synod, and consultation with the MFC [Mission Finance Committee] will be required in order to determine where the dollars to fund the request might be found in the Synod budget. In addition, the MPaC must also take into consideration the Synod's financial commitment to its presbyteries through its Synod Block Grants.

3.5.6 MPaC Actions and Reporting to the Synod

3.5.6.1 MPaC shall review requests from organizations that are not part of the PC(U.S.A.) for affirmation and/or endorsement of their ministry. The committee shall approve or deny such requests and report its decisions and rationale to the next Stated Synod Assembly.

3.5.6.2 MPaC shall submit a written report at each Synod meeting during its final plenary session. The written report shall contain items for information, including actions taken by MPaC regarding grants awarded or denied.

3.5.7 Synod Administrative/Resource Staff

3.5.7.1 The Synod Executive shall appoint at least one Synod Central Office staff person to assist the MPaC with its administrative work. This staff person shall perform administrative functions as requested, as well as provide input and guidance to the work of the MPaC, as appropriate.

Chapter 6 Mission Finance Committee [MFC]

3.6.1 The Mission Finance Committee shall be composed of at least ten commissioners elected as provided at SAM § 3.1.1.

3.6.2 As one of the permanent committees within the structure of the Synod of the Pacific (PCUSA), it is the role and responsibility of the MFC to advise the Synod in order to carry out the fiduciary responsibilities of the Synod, thus supporting the ministry of our Lord Jesus Christ in this region and throughout the denomination.

3.6.3 MFC fulfills its role and responsibilities in the following ways:

3.6.3.1 Defend the Corporation and its assets, providing for the careful receipt and distribution of funds from all sources according to the policies and practices established and approved by the Synod in accordance with generally accepted accounting practices for non-profit organizations;

3.6.3.2 Develop and maintain all Loan Policies with assistance from the Loan Coordinator and, after Synod approval, publish them in the Loan Guidelines for Congregations document;

3.6.3.3 Review and modify rates, terms, and fees for Synod loans and deposits in consultation with the Director of Business Services and the Investment and Loan Coordinator and report changes to the next Stated Synod Assembly;

- 3.6.3.4** Review and take action on loan requests from congregations and related organizations within the Synod, as underwritten by the Loan Coordinator, according to the policies delineated in the Loan Guidelines, and report actions to the next Stated Synod Assembly;
- 3.6.3.5** Manage any permanent special funds established by the Corporation for the furtherance of the work of the Synod;
- 3.6.3.6** Establish and appoint members to the Audit Committee. The Audit Committee is a temporary committee appointed each year per the Audit Policy described in 7.4.1.
 - 3.6.3.6.1 Audit Committee Appointed:** At the October meeting the MFC shall nominate and elect from its members three [3] persons to the Audit Committee. In addition, MPeC and MPaC shall each appoint a person with financial acumen to the Audit Committee (see SAM section 7.4.1).
- 3.6.3.7** Establish and oversee Budget Subcommittee.
 - 3.6.3.7.1 MFC Budget Subcommittees Appointed:** At the October meeting the MFC shall nominate and elect from its members four [4] persons to serve on the MFC Budget Subcommittee for the fiscal year for which this subcommittee is responsible for the development of the budget.
 - 3.6.3.7.1.1 Budget Subcommittee Responsibilities:** Develop by the May meeting a proposed budget in consultation with the MPaC. The proposed budget shall be recommended and presented by this subcommittee to the commissioners of the Synod at the May meeting. The proposed budget shall include a recommendation of the Per Capita amount for the ensuing year, and be voted upon by the Synod body at the May meeting.
 - 3.6.3.7.1.2 The MFC Budget Subcommittee Staffing:** The MFC Budget Subcommittee shall be staffed by the Synod Director of Business Services.
- 3.6.3.8** Monitor the current Synod Budget, with assistance from the Director of Business Services, and advise the Synod of significant budget variances and important financial trends;
- 3.6.3.9** Advise the Synod of potential sources for funds for requests received by the Synod that are not included in the current Synod Budget;
- 3.6.3.10** As part of the annual budget process and in consultation with MPaC and the presbyteries, assist the Director of Business Services in projecting excess revenue over expenses that can be used as Synod Block Grants;
- 3.6.3.11** With assistance from Synod Service Coordinators, oversee the services provided by the Synod to presbyteries and the congregations related to them, including the development of marketing strategies for the Investment & Loan Services and the Benefits Service;
- 3.6.3.12** Secure the services of an auditor annually and transmit the findings of the annual audit or financial review to the Corporation in a timely manner;

- 3.6.3.13** Manage according to the directions of the Corporation any property, real or personal, held by the Corporation; providing further that in buying, selling and mortgaging real property, the committee shall act only after the approval of the Synod in a duly constituted meeting;
- 3.6.3.14** Provide for the indemnification of any officer, or member of the Synod, against monetary damages, or other obligations, incurred in any action, suit, or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that such a person is or was an officer or member of the Synod.
- 3.6.3.15** Develop and implement Synod investment policies;
- 3.6.3.16** Assist the Director of Business Services in securing and overseeing a Bank Line of Credit Loan for use by the Synod as needed.

3.6.4 Other Responsibilities: The MFC shall address other finance-related matters that may arise from time to time.

Chapter 7

Mission Personnel Committee

[MPeC]

- 3.7.1** The Mission Personnel Committee shall be composed of at least ten commissioners elected as provided at SAM § 3.1.1.
- 3.7.2** The responsibilities of the MPeC shall be:
 - 3.7.2.1** To establish a rationale for the employment and placement of persons in administrative positions to carry out the mission of the Synod.
 - 3.7.2.2** To act on behalf of the Synod in the employment of persons in concurring with the calling and electing of persons to program positions in the presbyteries upon the recommendation of the properly constituted search committee in that presbytery and reporting such calls and elections to the next meeting of the Synod. The Synod shall concur with the Presbytery's call and, for those presbyteries enrolled in the Synod Personnel Services, hire the person as its executive or general presbyter, establishing such responsibilities and duties as the presbytery desires according to G-3.0110 of the *Book of Order*.
 - 3.7.2.3** To recommend to the Synod a comprehensive personnel policy for all exempt and non-exempt persons employed by the Synod, in conformance with relevant state and federal employment laws.
 - 3.7.2.4** To create and update a manual for the implementation of the Synod personnel policy, including election and/or appointment procedures, compensation philosophy and plan employment benefits, oversight of uniform position descriptions and evaluations and termination of employment.
 - 3.7.2.5** To consult with presbyteries that establish a separate personnel system and to provide appropriate resources and benefits.

3.7.2.6 To assure that all policies and practices are in compliance with the principle of equal employment opportunity.

3.7.2.7 To make available to the Budget and Audit Subcommittee of the MFC necessary information relating to the formulation of the Synod Budget.

3.7.2.8 To manage the compensation plan for Synod staff persons, as well as persons employed by other governing bodies that desire to use the Synod's processes.

3.7.3 Other Responsibilities: The MPeC shall address other personnel related matters that may arise from time to time.

TITLE 4

ETHICS / CONFLICTS OF INTEREST

Chapter 1

Prohibitions

- 4.1.1** No elected commissioners, employees, officers, or Synod consultants while performing a function of the Synod shall:
- 4.1.1.1** Use Synod funds or property to obtain a pecuniary benefit for themselves or any member of their household in the form of money, property or commercial interests, the primary significance of which is for economic gain; and/or
 - 4.1.1.2** Solicit, accept, or receive a pecuniary benefit as payment for services, advice, assistance or conduct customarily exercised in the course of official Synod duties but does not include trivial benefits not to exceed a value of fifty dollars (\$50.00) incidental to personal, professional or business contacts and involving no substantial risk of undermining official impartiality and which is disclosed to the commissioners; and/or
 - 4.1.1.3** Use or disclose any confidential information obtained by reason of an official Synod position or activities; and /or
 - 4.1.1.3.1** Have an interest [individually or by anybody or board of which they are a member] in any contract made by them in their official capacity for the Synod, except as specifically authorized after full disclosure by the commissioners; and/or
 - 4.1.1.4** Appoint or vote for the appointment of any person related to them by blood or marriage within the second degree, to any office, position, employment or duty of the Synod, when the salary, wages, pay or compensation of such appointee is to be paid out of Synod funds, nor appoint or furnish employment to any person whose salary, wages, pay or compensation is to be paid out of Synod funds or fees, and who is related by either blood or marriage within the second degree when such appointment is made on the agreement or promise to appoint or furnish employment to anyone so related; and/or
 - 4.1.1.5** Pay out of Synod funds or authorize for the payment out of any Synod fund the salary, wages, pay or compensation of any such person ineligible to be appointed to an office, position, or employment knowing them to be ineligible as provided by this Section.

Chapter 2

Whistleblower Policy

- 4.2.1** The Synod of the Pacific (Synod) Code of Conduct (the code) requires directors, key volunteers, and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. Employees and representatives of the Synod must practice honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations.
- 4.2.2** The objectives of the Whistleblower Policy are to establish policies and procedures for the following:

- 4.2.2.1** The submission of concerns regarding questionable accounting, audit, or financial review matters by employees, directors, officers, volunteers, and other stakeholders of the Synod, on a confidential and anonymous basis.
- 4.2.2.2** The receipt, retention, and treatment of complaints received by the Synod regarding accounting, internal controls, auditing, or financial review matters.
- 4.2.2.3** The protection of directors, volunteers, and employees reporting concerns from retaliatory actions.

4.2.3 Reporting Responsibility

- 4.2.3.1** Each director, volunteer, and employee of the Synod has an obligation to report in accordance with this whistleblower policy (a) questionable or improper accounting, auditing, or financial review matters, and (b) violations and suspected violations of The Synod's code (concerns).

4.2.4 Acting in Good Faith

- 4.2.4.1** Anyone reporting a concern must act in good faith and have reasonable grounds for believing the information disclosed indicates an improper accounting, auditing, financial review practice, or a violation of the code. The act of making allegations that prove to be unsubstantiated, and that prove to have been made maliciously, recklessly, or with the foreknowledge that the allegations are false, will be viewed seriously. It may result in corrective action, up to and including dismissal from the volunteer position or termination of employment. Such conduct may also give rise to other actions, including civil lawsuits and/or ecclesiastical disciplinary process.

4.2.5 Confidentiality

- 4.2.5.1** Reports of concerns, and investigation pertaining thereto, shall be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation. Disclosure of reports of concerns to individuals not involved in the investigation will be viewed seriously and may result in corrective action, up to and including termination of employment. Such conduct may also give rise to other actions, including civil lawsuits and/or ecclesiastical disciplinary process.

4.2.6 Authority of Audit Committee

- 4.2.6.1** All reported concerns will be forwarded to the audit committee in accordance with the procedures set forth herein. The audit committee shall be responsible for investigating and making appropriate recommendations to the board of directors with respect to all reported concerns.

4.2.7 No Retaliation

- 4.2.7.1** This whistleblower policy is intended to encourage and enable directors, volunteers, and employees to raise concerns within the Synod for investigation and appropriate action. With this goal in mind, no director, volunteer, or employee who, in good faith, reports a concern shall be subject to retaliation or, in the case of an employee, adverse employment consequences. Moreover, a volunteer or employee who retaliates against someone who has

reported a concern in good faith is subject to corrective action up to and including dismissal from the volunteer position or termination of employment.

4.2.8 Reporting Concerns

4.2.8.1 Encouragement of Reporting

4.2.8.1.1 The Synod encourages complaints, reports, or inquiries about illegal practices or serious violations of the code, including illegal or improper conduct by the Synod itself, by its leadership, or by others on its behalf. Appropriate subjects to raise under this policy would include financial improprieties, accounting, audit, or financial review audit matters, ethical violations, or other similar illegal or improper practices or policies. Other subjects on which the organization has existing complaint mechanisms should be addressed under those mechanisms, such as raising matters of alleged discrimination or harassment through the organization's human resources channels, unless those channels are themselves implicated in the wrongdoing. This policy is not intended to provide a means of appeal from outcomes in those other mechanisms.

4.2.8.2 Employees

4.2.8.2.1 Employees should first discuss their concern with their immediate supervisor. If, after speaking with his or her supervisor, the individual continues to have reasonable grounds to believe the concern is valid, the individual should report the concern to the Synod Executive or the Chair of the Synod Mission Personnel Committee. However, if the individual is uncomfortable speaking with his or her supervisor, or the supervisor is a subject of the concern, the individual should report his or her concern directly to the Synod Executive or the Chair of the Synod Mission Personnel Committee. In addition, suspected fraud should be reported directly to the chair of the audit committee, who may be contacted by phone, email, or regular mail at:

Synod of the Pacific
P.O. Box 964
Petaluma, CA 94953
Attn: Director of Business Services, Audit Committee Chair

4.2.8.2.2 If the concern was reported verbally, the reporting individual, with assistance from the person reported to, shall reduce the concern to writing. The person reported to is required to promptly report the concern to the chair of the audit committee, which has specific and exclusive responsibility to investigate all concerns. Concerns may also be submitted anonymously. Such anonymous concerns should be in writing and sent directly to the chair of the audit committee.

4.2.8.3 Directors and Other Volunteers

4.2.8.3.1 Directors and other volunteers should submit concerns in writing directly to the chair of the audit committee, or the Synod moderator, which concerns will be forwarded to the Audit Committee.

4.2.9 Handling of Reported Violations

- 4.2.9.1** The audit committee shall address all reported concerns. The chair of the audit committee shall immediately notify the audit committee, the president (Chair of Synod Mission Finance Committee) and the Synod Executive. The chair of the audit committee will notify the sender and acknowledge receipt of the concern within five business days, if possible. It will not be possible to acknowledge receipt of anonymously submitted concerns.
- 4.2.9.2** All reports will be promptly investigated by the audit committee, and appropriate corrective action will be recommended to the board of directors, if warranted by the investigation. In addition, action taken must include a conclusion or follow-up, or both, with the complainant for complete closure of the concern.
- 4.2.9.3** The audit committee has the authority to retain outside legal counsel, accountants, private investigators, or any other resource deemed necessary to conduct a full and complete investigation of the allegations. The Synod Executive and the Director of Business Services of the Synod shall serve as staff to the audit committee when investigating allegations. If the investigation involves the Synod Executive or the Director of Business Services, the person(s) against whom allegations are filed will not serve as staff or the investigation and the audit committee may ask for staff assistance from a currently serving Presbytery Executive.

TITLE 5 MINUTES AND RECORDS POLICY

Chapter 1 Minutes

- 5.1.1 Written Minutes:** The Stated Clerk shall be responsible for the minutes taken of each meeting of the commissioners.
- 5.1.1.1 Recording Clerk:** The Stated Clerk may use the services of a Recording Clerk in the recording of meetings and in the taking and production of minutes.
- 5.1.2** Following the meeting the Stated Clerk shall cause to be prepared a typed set of minutes from the record of the meeting. A copy of the draft minutes shall be given to each Commissioner within 60 days of the close of the meeting, which shall contain at the top the following notation after the caption:

CAUTION: These Draft Minutes have not been approved by the commissioners and are not therefore an official record relating to the conduct or administration of the Synod's business and will not be retained. At such time as Minutes of the meeting reflected herein are approved by the commissioners or the Coordinating Committee, said Minutes will become the official record of the conduct or administration of its business, as reflected therein and retained by the Synod.

- 5.1.3** At the meeting following the meeting to which the minutes appertain, the minutes will be approved if not already approved by the Coordinating Committee and signed by the Stated Clerk and then placed in the official minute book of the Synod records, and which minutes shall contain at the top the following notation after the caption:

These Minutes have been approved by the commissioners or the Coordinating Committee on *(date)* and are the official record relating to the conduct or administration of the Synod's business, as reflected herein.

- 5.1.4** The Stated Clerk shall then discard the draft minutes and place only the approved minutes in the official Minute Book of the Synod and then provide a copy to each Commissioner and any other persons designated at the Commissioner's meeting to receive them.
- 5.1.5** Neither a full transcript nor a recording of the commissioners meeting is required, except as otherwise provided by the commissioners and/or by the *Book of Order*.
- 5.1.6** All minutes shall be available to the commissioners by posting on the Synod's web site within a reasonable time after the meeting at which they are adopted and shall include at least the following information:
- 5.1.6.1** All members of the commissioners and officers and staff present;
 - 5.1.6.2** All motions, resolutions, or orders proposed and their disposition;
 - 5.1.6.3** The results of all votes and only upon the request of a Commissioner after majority vote, the vote of each member, by name.

Chapter 2

Records Classification and Retention

5.2.1 Findings

- 5.2.1.1 The Synod has and will continue to generate and receive various records.
- 5.2.1.2 It is in the best interest of the Synod for the commissioners to establish a policy and procedure for the maintenance, classification, retention and destruction of the Synod's records.
- 5.2.1.3 The commissioners find that Synod records may include records in different formats.
- 5.2.1.4 There is a need to provide guidelines and policy for the maintenance, classification, retention and destruction of Synod records to assure adherence to the *Book of Order* and to provide consistency.
- 5.2.1.5 In accordance with 18 U.S.C. Section 1519 and the Sarbanes-Oxley Act, which makes it a crime to alter, cover up, falsify, or destroy any document with the intent of impeding or obstructing any official proceeding, this policy provides for the systematic review, retention and destruction of documents received or created by the Synod of the Pacific (the Synod) in connection with the transaction of the Synod's business. This policy covers all records and documents, regardless of physical form, contains guidelines for how long certain documents should be kept and how records should be destroyed. The policy is designed to insure compliance with federal and state laws and regulations, to eliminate accidental or innocent destruction of records and to facilitate the Synod's operations by promoting efficiency and freeing up storage space.

5.2.2 Operational Guidelines for Synod Records: The following are recommended operational guidelines for Synod commissioners, the Stated Clerk and staff concerning Synod records:

- 5.2.2.1 Synod commissioners, officers and staff are encouraged, when communicating on matters of Synod business, to not include and/or mix the same with personal or unrelated business communications; and
- 5.2.2.2 Synod commissioners, officers and staff are encouraged to maintain files and work folders for the storage of Synod records as is appropriate to subject matter and separate from any other documents and/or communications unrelated to Synod business; and
- 5.2.2.3 When necessary, the commissioners' meeting agenda should include, as is reasonably necessary, to:
 - 5.2.2.3.1 Classify Synod records as required under this Policy; and
 - 5.2.2.3.2 Approve the deletion and/or destruction of Synod records.
- 5.2.2.4 At such time as the Stated Clerk notifies commissioners, officers and/or staff of the filing of any legal action and/or other claim against the Synod, such notice shall include a do not destroy records directive to Synod commissioners, officers, staff and agents until thereafter authorized by the Stated Clerk.

5.2.3 “Synod Records” are herein this policy defined to include any writing containing information relating to the conduct or administration of the Synod’s business prepared, owned, used or retained by the Synod, except that such does not include “Non-Synod Records” as herein this Policy defined herein this Chapter at Section 5.2.4.

5.2.4 “Non-Synod Records” are herein this policy defined to include:

5.2.4.1 Identical copies of records which are maintained by the Synod Stated Clerk; and

5.2.4.2 Drafts of any communication or document of any kind not sent or communicated to any person other than the originator; and

5.2.4.3 Communications, materials, and/or documents of any kind received from outside originators [sources other than Synod agents] which require no action and of which an identical copy is retained by the Synod Stated Clerk; and

5.2.4.4 Communications, materials, and/or documents which are not related to the conduct or administration of the Synod’s business; and

5.2.4.5 Communications, materials and/or documents which are of the nature of incidental instructions, reminders or responses to the same and which do not include any substantive information related to the conduct or administration of the Synod’s business; and

5.2.4.6 Draft documents originated by Synod commissioners, officers, staff and /or agents which are the subject of official approval either by the commissioners or by a Standing Committee or Synod official.

5.2.4.6.1 As a guideline, it is recommended that draft documents submitted for approval contain a header with the following language:

CAUTION: This DRAFT document has been prepared for consideration and is the subject of approval authority of either Synod commissioners or committee or official and is therefore not an official record relating to the conduct of administration of the Synod’s business and will not be retained. Approved documents do not contain this Caution header.

5.2.5 Records Classification for the Synod is hereby established as follows:

5.2.5.1 Permanently and Indefinitely Retained Records consist of:

5.2.5.1.1 **Synod Commissioners Meetings Minutes and Committee Meeting Minutes** in which must be recorded all resolutions, orders, decisions, and proceedings of the Synod commissioners and of the members of the Permanent Committees, including all regular and special meetings of the same.

5.2.5.1.2 **Audits, Financial Reviews, Income Tax Returns, if applicable, Financial Statements, Fixed Asset records, General Ledgers, Check Registers, Payroll registers, Employment & Termination Agreements, Retirement & Pension Plan documents, Synod Insurance Policies and Real Estate Documents.**

5.2.5.1.3 **Church and Historical Records:** all records of the Synod and/or held by the

Synod, including the historical records in cooperation with denominational depositories or member churches.

5.2.5.1.4 Membership Rolls/ Statistical Reports: rolls of membership and those received from each presbytery at the close of each calendar year and statistical reports showing the number of churches and Minister of Word and Sacrament and all changes that have taken place since the date of the previous annual report to Synod. Such documents are deposited with either the Presbyterian Historical Society or a denominational seminary library.

5.2.5.1.5 Articles of Incorporation, Bylaws of the Synod, IRS Tax-Exempt Application and Determination Letter.

5.2.5.1.6 Records of the Permanent Judicial Commission: trials and/or claims processed by the Permanent Judicial Commission, including all decisions of the Commission.

5.2.5.2 “Semi-Permanent Records” [7 Year Retention] shall consist of, but not be limited to, the following: Payroll tax returns, payroll detail binders, 1099s, W-2s, checks and vouchers, deposit detail & remittances, bank reconciliations, A/P_file folders and such other documents or records as may be deemed of a semi-permanent nature by the commissioners and includes:

5.2.5.2.1 All memorials, overtures, and other papers addressed to the Synod; and

5.2.5.2.2 Employee files after employee termination, custodial and investment detail, donor records contracts and Leases.

5.2.5.3 “5 Year Temporary Records” shall consist of, but not be limited to, the following: Year-end computer back-ups, mission treasury records, workers comp and accident records, compensation schedules, OSHA documents, medical and dental program records, and such other documents or records as may be deemed of temporary nature by the commissioners.

5.2.5.4 “3 Year Temporary Records” shall consist of, but not be limited to, the following: bank deposit binders, check express binders, debit/credit memo binders, employee timesheets, I-9 forms (3 years after termination), employment applications (if not hired), and such other records as may be deemed temporary by the commissioners.

5.2.5.5 “Unclassified Records” shall consist of all other records not otherwise classified by this Policy or by the commissioners.

5.2.6 Synod Records Retention shall be as follows:

5.2.6.1 Records classified as **Permanently and Indefinitely Retained Records** shall be retained permanently and indefinitely. It is proper to deposit these records with either the Presbyterian Historical Society or a denominational seminary library (G-3.0107).

5.2.6.2 Records classified as **Semi-Permanent Records** shall be retained for not less than seven (7) years.

5.2.6.3 Records classified as **5-Year Temporary Records** shall be retained for not less than five (5)

years after the date of issuance or completion of the matter contained within the record.

5.2.6.4 Records classified as **3-year Temporary Records** shall be retained for not less than three (3) years.

5.2.6.5 Records that **Unclassified Records** are retained until their destruction is authorized by the commissioners.

5.2.7 Records Destruction: Records may be destroyed after their classification retention period by resolution of the commissioners after regular audit and upon the advice of the Stated Clerk. The Stated Clerk shall report a list of records destroyed to the next Synod Assembly following their destruction. Authorized destruction of Synod Records shall be under the direction of the Stated Clerk.

5.2.7.1 The records are maintained in the storage vault at the Synod of the Pacific central office. Stored boxes will have a 'destroy after' date on the box so the records need not be reviewed each time. Upon expiration of a set of records, they will be removed from the storage vault and destroyed.

Destruction of financial and personnel-related documents will be accomplished by shredding. Document destruction will be suspended upon any indication of an official investigation or when a lawsuit is filed or appears imminent; destruction will be reinstated upon conclusion of the investigation.

The Synod's Director of Business Services, with the Bookkeeper, is responsible for the ongoing process of identifying its financial records which have met the required retention period and overseeing their destruction.

Failure on the part of employees to follow this policy can result in possible civil and criminal sanctions against the Synod and its employees and possible disciplinary action against the responsible individuals.

5.2.8 The provisions of this Section shall control the retention schedules of all Synod Records unless otherwise provided in the *Book of Order*.

5.2.9 Non-Synod Records are not governed by this Policy for retention and the same may be destroyed without authorization by the commissioners.

5.2.10 Electronic Records: Records of the Synod originated and/or received in electronic format:

5.2.10.1 Are classified and retained for the same length of time as paper documents would be retained having the same content; and

5.2.10.2 May be retained in electronic format or may be printed and retained in hard copy or may be micro-filmed. In the event electronic format records are printed and retained in hard copy or micro-filmed, such records are not required to be retained in both electronic and printed formats as determined by the Stated Clerk.

5.2.10.3 Are backed up on a regular basis and stored securely off-site, via the internet.

5.2.11 E-mail Guidelines: Synod commissioners, officers and staff are encouraged to either save e-mail, within sixty [60] days of its receipt, by printing and retaining a hard copy or micro-filming and/or saving the same in electronic format in an appropriate subject matter work folder and upon

completion of this task the same should be deleted from the e-mail folder.

5.2.11.1 Retention of e-mail originated by Synod Commissioner, officers and/or staff is the responsibility of the originator;

5.2.11.2 Retention of e-mail received by Synod commissioners, officers and/or staff which is originated by persons other than Synod commissioners, officers and/or staff is the responsibility of the Synod commissioners, officers and/or staff who received it, unless another Synod commissioner, officer and/or staff is designated to respond to it, in which case the responder is responsible for retaining both the original e-mail and the response.

TITLE 6: ADMINISTRATIVE MANUAL POLICY

Chapter 1 Administrative Policy Authority

- 6.1.1** The commissioners have the authority to adopt policy for the governance of Synod operations, and no policy or regulation of this Synod is authorized unless adopted by the commissioners.

Chapter 2 Administrative Manual Policy Adoption

- 6.2.1** It is anticipated that, in order for this Synod to remain current and efficient in its operations, administrative manual policies will need to be changed from time to time. Changes must be reflected in administrative policy to ensure the safe and effective operations of the Synod. Synod commissioners, officers and staff are encouraged to bring to the attention of the commissioners the need for policy additions and revisions.
- 6.2.2** Proposals for new policies or changes to existing policies may be initiated in writing by any commissioner, officer, permanent committee or by the Stated Clerk.
- 6.2.3** Proposed Policy amendments or new policies may be proposed by any Synod staff in writing and submitted through the chain of command to be presented to the commissioners.
- 6.2.4** Proposed amendments to Bylaws which are contained in Title 2 of SAM must also meet the requirements for approval set forth in Chapter 9 of Title 2 of SAM in addition to the requirements set forth in this Title.
- 6.2.5** Proposals for new policies or changes to existing policies will be received by the Stated Clerk and then referred as is relevant to the appropriate permanent committees and officers and to the commissioners for review and recommendation prior to commissioner action.

6.2.5.1 Proposals for new policies should be in writing and in substantially the following format:

Subject: procedure, name, title, or area being discussed;

Purpose: reason for the development of the policy;

Personnel and/or committee affected: who will be affected by adoption of this section;

Policy: direct order, or rules, pertaining to the aforementioned section;

Responsibility: what is expected as a result of the policy, or who is responsible for the action included herein;

Operational impact on Synod operations and cost to the Synod to implement;

Procedure: where there is needed a specific guideline of action to be followed regarding the subject matter included;

Authorized signature: title and date signed.

6.2.5.2 Proposed Policy Revision Format: The basic format is the same as used for legislative

enactments with underscoring of new language and strike-through of language to be deleted.

6.2.5.2.1 If this proposal is a revision of an existing Administrative Manual Policy, the existing policy will appear as it is presently written with strike-through of language proposed to be deleted and underscore of language to be added.

6.2.5.2.2 New policy code Section and/or Title will be underscored.

6.2.5.3 Proposals for new policy or changes to existing policy will not be adopted at the time of first introduction to the commissioners until the review has been completed as provided in this Chapter at **Section 6.2.5**.

6.2.5.3.1 Temporary approval may be granted by the commissioners to meet emergency situations or special events that require action before final action can be taken. The commissioners at their discretion may receive input from any appropriate source prior to adoption of policy.

6.2.5.3.2 Two readings will not be required for SAM changes when amendment(s) is/are mandated to comply with state and/or federal laws and/or regulations. When a Mission committee finds that SAM is not in compliance, the committee leadership may forward to the Stated Clerk and the Coordinating Committee a request for and proposed text for immediate SAM amendment(s). In these circumstances, Coordinating Committee is empowered by the Synod to make immediate amendment(s) to SAM. Coordinating Committee shall report the change(s) and the CC action to the next meeting of the Synod Assembly.

6.2.6 The Stated Clerk will draft the final draft of the policy for the commissioners and will make changes as designated by the commissioners before final adoption.

6.2.7 A copy of any policy adopted or amended will be made a part of the minutes of the meeting in which the action was taken and will also be included in the Synod's policy manual and codified in accordance with this policy and the date of adoption noted on the policy.

6.2.8 Policy that is repealed and/or amended shall be retained in order to verify the policy of this Synod as it existed at all times.

Chapter 3

Administrative Manual Custodian

6.3.1 The Stated Clerk is the official custodian and keeper of records and minutes of the Synod, which shall include policies of the Synod, and the Stated Clerk shall maintain at all times the official Administrative Manual of the Synod of the Pacific [SAM] which shall contain all currently adopted policy.

Chapter 4

New Policy Dissemination

- 6.4.1** At such time as the commissioners take final action on the adoption of a new policy or an amendment of an existing policy, the same shall be included in this Administrative Manual by the Stated Clerk and the date of the updated Administrative Manual noted.
- 6.4.2** A copy of any new policy adopted shall be available in the Synod's administrative office and provided to all administrative and appointed staff and to the commissioners and officers of the Synod by the Stated Clerk.

TITLE 7

FISCAL YEAR, BUDGET, MISSION PARTNERSHIP FUNDING CONSULTATION AND AUDIT

Chapter 1

Fiscal Year

- 7.1.1** The Synod of the Pacific Fiscal Year commences on the 1st day of January of each year and ends at midnight on the 31st day of December.

Chapter 2

Budget

- 7.2.1** The following is provided as a guideline to the commissioners, officers, standing committees, member presbyteries, and staff of the Synod regarding the preparation and approval of the budget, with the exception of the Mission Partnership Funding Consultation Budget, which is governed under Chapter 3 of this Title. The following are set forth in chronological order for ease of reference.
- 7.2.1.1 Prior to May Commissioners Meeting:** MFC [Mission Finance Committee] Budget and Audit Subcommittee prepares a draft proposed budget for the following fiscal year, in consultation with the MPaC, for presentation and recommendation for approval by MFC and recommendation for approval by the Synod at the May meeting of Synod.
- 7.2.1.2 May Commissioners Meeting:** MFC presents a draft proposed budget, including the Mission Partnership Funding Consultation budget, for the following fiscal year to the commissioners for their review and approval.
- 7.2.1.2.1** The commissioners may approve the proposed budget or may modify the same as the commissioners determine is in the best interests of the Synod, considering anticipated funds available for budget expenditures.
- 7.2.1.3 Budget Resolution:** The Stated Clerk enters the resolution of commissioners adopting the budget upon the minutes of the Synod.
- 7.2.1.4 Budget Distribution:** The MFC shall cause a copy of the approved Budget to be provided to all commissioners, member presbyteries, and Synod administrative staff.

Chapter 3

Mission Partnership Funding Consultation Process

- 7.3.1 Statement of Purpose of the Synod Mission Partnership Funding Consultation:** The Mission Partnership Funding Consultation is a crucial part of the Synod of the Pacific's budgeting process, as it incorporates the involvement of member presbyteries as they seek to be in mission together through the Synod's finance stewardship.
- 7.3.2 Synod Mission Partnership Funding Consultation Voting Members:** The Synod Mission Partnership Funding Consultation shall consist of the following voting members:

7.3.2.1 At least one representative is appointed by each presbytery of the Synod of the Pacific.
[Only one representative per presbytery may vote on any question before the Consultation.]

7.3.2.2 The chair or other member of the Synod Mission Finance Committee as appointed by the Committee, who votes on behalf of the Synod.

7.3.3 Synod Mission Partnership Funding Consultation Non-Voting Members: The Synod Mission Partnership Funding Consultation may consist of the following non-voting members:

7.3.3.1 Synod staff members as assigned, who serve as resources to the Consultation;

7.3.3.2 The chair or other member of the Synod Mission Partnership Committee, as appointed by the Committee. This member shall serve as moderator of the Synod Mission Partnership Funding Consultation;

7.3.3.3 Others who may be invited by the Mission Consultation Facilitation Subcommittee of the Mission Partnership Committee.

7.3.3.4 Each presbytery at its own expense may have additional representatives who shall serve as ex-officio members [without a vote].

7.3.4 Consultation Call and Meeting Agenda and Invitations: The Moderator, in consultation with the assigned Synod staff, shall determine the time, place, and agenda for the Synod Mission Partnership Funding Consultation [which should occur on or before May 1st of each calendar year] and may select and invite individuals to make presentations or assist the Consultation as appropriate. Beginning with the 2013 Budget process, the Consultation changed from a face-to-face meeting to a web-conference.

7.3.5 Consultation Preparation: Prior to the conduct of each Consultation Meeting, the following shall occur in a timely manner:

7.3.5.1 The Synod staff [on or before February 1st of each calendar year] shall notify each presbytery of the date, time and place of the Consultation and of the date each presbytery shall submit its estimates for basic mission support and compensation for the coming year's fiscal budget to the designated Synod staff in advance of the Consultation [which should occur 14 days in advance of the scheduled meeting].

7.3.5.2 The Synod staff shall then prepare a draft Synod Mission Partnership Funding Consultation Budget for the coming fiscal year based on submitted estimates and all other relevant expenses and revenue.

7.3.6 Synod Mission Partnership Funding Consultation Budget Factors: The following are the Synod Mission Partnership Funding Consultation Budget Factors that the Consultation must consider in the preparation of the Synod Mission Partnership Funding Consultation Budget for each ensuing Synod Fiscal Year Budget:

7.3.6.1 Factor #1 - Revenue Share: The nine presbyteries that use the Synod's Mission Treasury Service and Personnel Service participate in Revenue Share. Cascades and San Francisco presbyteries do not. The Consultation determines what percent of the total estimated basic mission support from these nine presbyteries shall remain in Revenue Share and what percent shall be transferred to the Partnership Pool. The money

budgeted from each presbytery as Revenue Share shall be returned to each participating presbytery, after payment of applicable compensation expenses, in monthly checks during the budget year less the amount retained for a 13th check.

7.3.6.2 Factor # 2 - Revenue Share 13th Check: The Consultation decides what percent of the Revenue Share shall be retained by the Synod for a 13th check in case actual money received from the presbyteries is less than the budgeted estimates. The 13th check shall be issued by the end of January of the following year to a presbytery if that presbytery's giving equals the mission support budgeted for that presbytery. If the mission support income from a presbytery exceeds the amount budgeted, the 13th check will also include the appropriate percentage of the extra giving received from that presbytery. If the mission support income is less than the amount budgeted, that presbytery will receive the appropriate relative portion of the 13th check or, if necessary, no 13th check and a reduced amount for the coming year's revenue share to make up the shortfall.

7.3.6.3 Factor # 3 - Partnership Pool: The Partnership Pool includes the estimated Synod basic mission support from Cascades and San Francisco presbyteries, the portion of the estimated basic mission support transferred from the Revenue Share at the Consultation Meeting, the estimated General Assembly Mission Partnership Funds (ended in 2012), and the anticipated net revenue from Synod operations less the amount budgeted for Mission Partnership Committee expense. The Consultation determines what percent of this Partnership Pool shall be shared equally among the ten presbyteries as partnership grants and what percent shall be transferred to the Opportunity Fund. The money budgeted as Partnership Pool shall be returned equally to the ten presbyteries in monthly checks during the budget year.

7.3.6.4 Factor #4 - Opportunity Grant Fund: The Consultation may budget some or all of the Opportunity Grant Fund moneys for synod-wide projects, such as the previous Pacific Mission Exchange – PMX. The Consultation may designate some or all of the Opportunity Grant Fund moneys for an Opportunity Grant Fund to be administered by an Opportunity Grant Fund Administrative Committee of the Mission Partnership Committee under guidelines approved by the Synod.

7.3.7 Mission Partnership Funding Consultation Budget Recommendation: The Consultation shall prepare and recommend the approval of the Synod Mission Partnership Funding Consultation Budget, which shall be presented to the MFC [Mission Finance Committee] and the MPaC [Mission Partnership Committee] by the May meeting and which Synod Mission Partnership Funding Consultation Budget shall be included in the MFC draft proposed budget for the following fiscal year presented to the Synod commissioners for their review and approval.

7.3.8 Consultation Current Fiscal Year Review: The Consultation may also review the Revenue Share, Partnership Pool, and Opportunity Grant Fund portions of the current Synod fiscal year's budget and make any necessary adjustments.

Chapter 4

Audit and Financial Review Policy

7.4.1 Annual Audit or Financial Review: The commissioners shall cause a full and complete audit or financial review of its financial statements to be performed annually by independent auditors in accordance with generally accepted auditing standards. A full and complete audit shall occur at least every other year. An independent financial review shall occur in years when a full and complete audit does not

occur.

- 7.4.1.1** The auditor shall be employed on written contract.
- 7.4.1.2** The commissioners shall include in the Synod's annual budget all necessary expenses for carrying out the provisions of this section.
- 7.4.1.3** The Audit Committee shall manage the annual audit or financial review on behalf of the commissioners of the Synod, review and accept the completed audit or financial review, and present to the commissioners at its next stated meeting.
- 7.4.1.4** At the October meeting the MFC shall nominate and elect from its members three [3] persons to the Audit Committee. In addition, MPeC and MPaC shall each appoint a person with financial acumen to the Audit Committee. The Audit Committee shall be staffed by the Synod Director of Business Services.
- 7.4.1.5** Audit Committee Responsibilities: Review the financial statements of the Synod and any other official financial information provided to the public; Provide oversight of the Synod's systems of internal controls and risk management procedures; Oversee the annual independent audit or financial review process, including retaining the services of an auditor annually; Confer with the auditor to advise board members regarding the financial affairs of the Synod; Review the audit or financial review and decide whether to accept it; and Transmit the findings of the annual audit or financial review to the Corporation in a timely manner.
- 7.4.1.6** The Stated Clerk shall retain on file the audit or financial review approved by the commissioners.

TITLE 8: PERSONNEL

Chapter 1 Principles

- 8.1.1 Mission Statement:** Confessing Jesus Christ as Lord, empowered by God through the Holy Spirit, guided by Holy Scriptures, we, the Synod of the Pacific, Presbyterian Church (U.S.A.), seek to be faithful stewards of the material, human and spiritual resources of the presbyteries that we serve.
- 8.1.2 Guiding Principles: *Services and Resources*:** The Synod will seek out the means to express and support partnership with the presbyteries and encourage such mission activity as might be done by more than a single council. Through consultation, the Synod and the presbyteries, or clusters of presbyteries, will examine the expressed needs of mission and, when necessary, will create services, structures and resources.
- 8.1.3 Style of Leadership:** The style of leadership of the Synod is best understood in words such as creative, sensitive, versatile, and visionary. In these critical days in the life of the church, openness and flexibility are basic requirements, as is the ability to make clear decisions in inclusive processes. Respect for those with differing ideas and situations, consideration of new ideas and calls for change and mediation in conflict situations are the hallmarks of a Christian community working for reconciliation and renewal.
- 8.1.4 Inclusiveness:** The Synod is a family of multiple ethnic backgrounds and faith experiences from vastly different geographic locations. As a family, the Synod is called to model for the whole church a pattern of loving inclusiveness, which will demonstrate the value of the unique contribution of each individual, each area and each group. Diversity is a gift of God and is this Synod's most important strength.

Chapter 2 Personnel Policy Introduction

- 8.2.1 Policy Dissemination:** A copy of the Synod of the Pacific Administrative Manual, which contains the policies and procedures related to personnel, will be given to every person employed by the Synod at the time of employment; changes in the procedures will be promptly communicated to all staff persons. Each employee is required to sign the **Conflict of Interest Policy (SAM Appendix A)** as well as the statement acknowledging receipt of this manual (**SAM Appendix B - Acknowledgement of Receipt of Policy Manual**).
- 8.2.1.1 Process for Establishing or Updating Personnel Policies & Procedures:** It is the obligation of the Synod (as Employer) to keep its personnel policies and procedures compliant with state and federal regulations, the PC(U.S.A.) *Book of Order*, and in line with general best-practices to ensure fair and consistent treatment of all employees. Though the Synod currently has employees in three states (California, Oregon and Idaho) the majority of employees are in California. Because of this, and because California employment law is generally more stringent than other states, most Synod personnel policies generally follow California regulations. The Synod does consult with employment attorneys in all three states and, when advised, maintains a separate policy for that applicable state (e.g. 8.7.2 Unemployment Insurance and 8.12.12.2 Severance Release Agreements). All recommended changes to Synod personnel policies and procedures are presented to the Synod Mission Personnel

Committee (MPeC) with rationale and/or sources for the recommendation. Once approved by MPeC, it is presented to Synod for final approval. In the case of changes in federal or state employment law, Synod staff may update Title 8 of SAM to reflect the changes and report the updates at the following Synod meeting, via MPeC, and to all Synod staff.

8.2.2 Synod of the Pacific as Regional Council of Presbyterian Church (U.S.A.) Responsibilities/Relationships

The Synod of the Pacific is a council of the Presbyterian Church (U.S.A.) with specific mission responsibilities on behalf of the whole church in central and northern California, Nevada, Oregon, central and southern Idaho and the southwest corner of Washington, as defined by the General Assembly.

The Synod includes ten presbyteries, some of which have adopted this personnel policy and procedures and some of which have independent personnel policies and practices. Synod staff fall under one of two categories: called/elected and appointed. Called/elected staff are governed by this policy manual along with the Terms of Call at the time of their hiring. Appointed staff are governed by this policy manual, and their employment is 'at-will'; the Synod, in consultation with the appropriate presbytery personnel committee, shall have the right to terminate the employment of appointed staff with or without cause or notice and in compliance with applicable federal, state, and local laws and regulations. The Synod relates to all the presbyteries for the general purposes set forth in the *Book of Order*.

In order to carry out the mission of the Presbyterian Church (U.S.A.) within the Synod of the Pacific, administrative and program staff are hired by the Synod to serve as required in a central office and in the presbyteries as defined in the Synod Bylaws and Title 8 of the Synod Administrative Manual (SAM).

Book of Order G-3.0110 - Councils higher than the session may employ such staff as is required by the mission of the body in accordance with the principles of unity in diversity (*Book of Order* F-1.0403). Councils may, in consultation with the next higher council share staff as required by mission of the body. A council shall make provision in its manual of administrative operations (*Book of Order* G-3.0106) for the process of electing executive staff and hiring of other staff, the description of the responsibilities of the positions, the method of performance review, and the manner of termination of employment (*Book of Order* G-3.0104).

Relationships with Self-Administering Presbyteries: Some of the presbyteries within the Synod employ and supervise the staff serving in those governing bodies and do not participate in the Synod personnel services. However, fulltime staff members in these presbyteries are eligible to participate in the benefits service and are eligible for loan benefits as described elsewhere in this manual, subject to the availability of funds.

Relationships with Other Presbyteries: The Synod MPeC shall regularly consult with the personnel committees of the presbyteries and shall include the chairperson of those committees as ex-officio members of the MPeC with voice but without vote.

Office of the Synod Executive: The Synod Executive, as head of staff, shall be responsible for the oversight of Synod staff and the administration of the Synod Personnel Policies and Procedures, under the guidance and direction of the MPeC. This includes serving as staff for search committees for those presbyteries that participate in the Synod personnel service. The Synod Executive shall serve upon request as a consultant to the personnel structures of the presbyteries that administer their own personnel system and shall ordinarily provide staff services to search committees in those governing

bodies when a Presbytery Executive is being sought.

8.2.3 Staff Accountability

All staff persons who are on the payroll of the Synod, including those who are deployed in a presbytery that has contracted with the Synod by approving the **Executive and Administrative Services Agreement** (see **SAM Appendix C**), are considered Synod staff. Staff persons working in the Synod central office are accountable only to the Synod. Staff persons deployed in the presbyteries are accountable to the Synod and to the presbytery in which they labor. Under *Book of Order* G-3.0106 (right under bold face type on page 44), the executive of a presbytery is accountable to that presbytery, through its appropriate committee, for the implementation of decisions and matters of strategy, program, and resources. By virtue of this Synod's structure, the called/elected and appointed staff are accountable to the Synod, generally, as their employer and accountable specifically to each presbytery to carry out its decisions and policies. To the extent that such a person who serves as a presbytery executive is also an employee of the Synod, that person is accountable to the Synod under *Book of Order* G-3.0106 (right under bold face type on page 44) and satisfies this duty both through his/her accountability to the presbytery and by complying with Synod procedures described below.

It is the responsibility of those presbytery executives whose presbytery is participating in the Synod's Personnel Service to be familiar with the Synod's personnel policies and procedures and to ensure their proper implementation in the presbytery in which they are deployed.

The Synod is, in effect, functioning like a management company that is engaged by the presbyteries through the Executive and Administrative Services Agreement (Agreement) to supply the services of executive(s) and administrative staff. The Synod, in consultation with the presbyteries and in accordance with the Agreement, has the right to hire and terminate the employment of executive staff persons and the responsibility to supervise them to ensure that services are competently delivered to the presbytery. The executive's annual performance review shall be conducted jointly by the applicable presbytery's personnel committee and the Synod Executive. In consultation with the applicable presbytery personnel committee and the Synod Executive, presbytery-executives shall have overall responsibility for implementing the Synod's personnel policies and procedures in their respective presbyteries, the hiring and termination of employment and supervising and conducting annual performance reviews of all other Synod staff in their presbyteries.

The presbytery, in consultation with the Synod, has the full authority to establish salaries and benefits as described elsewhere in this manual and to provide direction to staff. The Synod, through the Synod Executive and Presbytery Executive, has the right to require that all Synod staff comply with its personnel policies and procedures and satisfactorily perform their individual tasks described in their respective job descriptions.

The Synod Executive, as head of staff, is responsible for the development and implementation of uniform position descriptions and annual performance evaluations for called/elected and appointed staff, with recommendation to the MPeC for final approval.

In the event of a vacancy that is due to the resignation of an employee in a validated position within a presbytery, when possible, an exit interview shall be held with the employee, his or her immediate supervisor, and the council executive or a personnel committee member as necessary. A uniform **Exit Interview Form** (see **SAM Appendix D**) shall be utilized, reviewed by the council personnel committee, and maintained with the employee's personnel records in the Synod central office files and by their supervisor.

8.2.4 Definition of Called / Elected Staff

A called/elected staff member is any person who has been called/elected by a presbytery and is employed by the Synod.

8.2.4.1 Interim Staff: When a vacancy exists anywhere in the Synod staff design and it is determined by the MPeC in consultation with a presbytery that an interim is needed until such time as the position can be filled by the normal search process set forth elsewhere in this Personnel Policies and Procedures Manual, an interim may be hired for the indefinite term of the vacancy. The search process shall embody the basic principles set forth below in Section C, "Employment Process for Called/Elected Staff," with a minimum timeline for implementation, inasmuch as ordinarily time is of the essence in securing the services of an interim staff person. Those holding temporary administrative positions, including acting or interim presbytery or synod executives, may not be hired to fulfill that same position on a permanent basis as the next permanent executive, except by a two-thirds vote of the presbytery or synod and provided the original search process for such temporary staff position was conducted in full compliance with the provisions of *Book of Order* F-1.0403 regarding participation and representation.

8.2.4.2 Temporary Staff: When it is deemed necessary, the Synod Executive, or presbytery personnel committee in consultation with the Synod Executive, is empowered to appoint a staff person to fulfill a particular temporary position. The temporary agreement shall be subject to the approval of the MPeC.

8.2.4.3 Employment Process for Called/Elected Staff: Persons shall be called/elected to the staff of the Synod of the Pacific in a process that is in accordance with the requirements of the *Book of Order*, the Equal Employment Opportunity requirements of the Synod, and the following specific guidelines. Ordinarily, employment of called/elected staff shall be for an indefinite period. Persons employed by the Synod and called/elected by a presbytery shall be subject to these same requirements.

8.2.4.3.1 The Synod Executive and Presbytery Executives employed by the Synod

When there is a resignation, retirement, or other termination of employment in the office of the Synod Executive, or a Presbytery Executive, the Mission Personnel Committee shall declare the position to be vacant and establish a committee to search for a candidate to fill the position.

If the vacancy occurs in the Synod Executive position, the search committee shall be composed of persons elected by the MPeC, a majority of whom shall be from that committee and other persons from among the current commissioners to insure that the committee will be broadly representative and inclusive of the Synod and its diversity.

Expenses related to the person(s) elected from the MPeC and of the search process related to bringing up to three potential candidates for interviews and subsequent reasonable relocation costs for the final candidate shall be assumed by the Synod. Reasonable relocation costs may include up to two house-hunting trips.

The chair of the MPeC will consult with the Executive Director of the General Assembly Mission Council to determine a mutually agreeable provision for staff services to a search committee for a Synod Executive.

The search committee will review the position description for the vacant office and make necessary revisions with the approval of the MPeC as will make the description the useful basis for the position description with which the committee will carry out its search process.

When the search committee is prepared to place in nomination the name of a person, or persons in the event that it has determined that the position may be jointly held, it shall notify the MPeC that it is prepared to make that nomination, consult with the MPeC about its process and request that Synod hire the person as expeditiously as possible. Election to the office of Synod Executive shall be by majority vote of the Synod in a meeting either regularly or specifically called for the purpose of electing a nominee. Election to the office of Executive/General Presbyter shall be by the appropriate presbytery, with employment of the same person being by the Synod as near to the same time as possible. In the event that such a meeting cannot be timely convened, the MPeC may act on behalf of the Synod, provided that the election, and/or employment, is by two-thirds vote of the MPeC, in which case the election/employment is subject to the concurrence of the Synod at its next regular meeting.

The presbytery may concur in the hiring of a Presbytery Executive by electing that person to said administrative position in that presbytery. The call to the office shall be the call of the presbytery (in consultation with the Synod). Subsequent changes in the terms of call must be mutually agreeable to the presbytery and the Synod.

8.2.4.3.2 Executive/General Presbyter/Regional Presbyter

When there is a resignation, retirement, or other termination of employment in the program offices of a presbytery, the MPeC shall declare the position to be vacant and establish a committee to search for a candidate to fill the position. Several presbyteries may concur in the election of program staff.

The search committee shall be composed of persons elected by the presbytery. The MPeC shall elect one or more of its own members from outside the bounds of the presbytery to serve on the search committee with voice and vote. The Presbytery Executive serving the presbytery shall provide staff services to the search committees for program staff members within that presbytery.

Unless otherwise provided at the time of the election of the search committee, costs of the search process related to persons nominated by the presbytery and administrative costs of the search will be assumed by the presbytery. Expenses related to the persons elected from the MPeC, including costs of the search process related to up to three potential candidates for interviews, and reasonable relocation costs for the final candidate shall be assumed by the Synod. Reasonable relocation costs may include up to two house-hunting trips.

The search committee will review the position description for the vacant office

and make necessary revisions with the approval of the MPeC, which will make the description the useful basis for the position description with which the committee will carry out its search process. The search committee shall establish procedures, including a specific timeline, for advertising the position, receiving, and soliciting applications from candidates, evaluating the qualifications of those persons, conducting interviews, and nominating a candidate to the Synod for election.

The presbytery may concur in the hiring of an Executive/General Presbyterian by electing that person to said administrative position in that presbytery. The call to the office shall be the call of the presbytery (in consultation with the Synod). Subsequent changes in the terms of call must be mutually agreeable to the presbytery and the Synod.

The search committee shall faithfully implement the Equal Employment Opportunity requirements of the Synod, including the requirement for full advertising and solicitation of candidates, multiple interviews of qualified candidates and consideration of persons whose race, sex, or other condition will make the Synod staff more inclusive. No election shall take place without the written report of the Executive/General Presbyterian that the provisions of the Synod's Equal Employment Opportunity policies have been fully observed, or that particular portions of those requirements be waived because of specific conditions which shall be fully described to the MPeC, approved by a two-thirds vote and entered into the minutes of the Synod together with the report of the election of the program staff member.

When the search committee is prepared to place in nomination the name of a person, or persons in the event that it has determined that the position may be jointly held, it shall report to the MPeC that it has completed its process and request that an election be held as expeditiously as possible. Election to a program office shall be by the presbytery, while employment is approved by majority vote of the Synod MPeC in a regular meeting or a meeting specifically called meeting for the purpose of employing a nominee. All elections/employments shall be reported to the next meeting of the Synod at which such a report is appropriate.

Chapter 3

Employment Categories

8.3.1 Employment Categories

The Synod of the Pacific is the employer both of persons who are called/elected and/or hired by presbyteries that participate in the Synod personnel services and persons who are called/elected and/or hired by the Synod directly for either program or administrative positions. Some presbyteries have adopted their own personnel policies and do not participate in the Synod personnel services. In this case the presbytery, not the Synod, is the employer.

All employed persons of the Synod or its constituent presbyteries that are participating in the Synod's personnel services are members of the Synod staff for purposes set forth in Article I: RELATIONSHIPS and as set forth in Chapter 5 of Title 2 SAM. The privileges and responsibilities relating to employment

by the Synod are contained in this Personnel Policies and Procedures Manual or a specific memorandum of agreement between the responsible personnel units of the governing bodies.

Called/elected management staff positions shall be considered to be exempt from the provisions of the Fair Labor Standards Act and applicable state Wage and Hours Law, in regard to overtime pay.

The Synod employs both exempt and non-exempt staff, in regard to overtime pay, based on provisions of the Fair Labor Standards Act and applicable state Wage and Hours Law. Categories within appointed staff include:

1. Full-time exempt (40 hours per week)
2. Full-time salaried, non-exempt (35 hours per week)
3. Part-time salaried, non-exempt (from 20 to 34 hours per week)
4. Intermittent – hourly, non-exempt (under 20 hours per week)

The salary ranges for the various grade levels for exempt staff are annualized based on a forty-hour work week. The salary ranges for the various grade levels for non-exempt staff are annualized based on a thirty-five-hour work week. All Synod staff members working at least twenty hours per week are eligible for benefits.

Chapter 4

Synod Staff Positions and Levels

8.4.1 Non-Exempt Appointed Staff Positions Grade levels 1-6, within participating presbyteries, are approved by each member presbytery's Personnel Committee and then approved by the Synod Executive, who then reports or provides copies to the Synod's Personnel Committee. For positions in the Synod Central Office, the positions are established by the Synod Executive and approved by the Synod Mission Personnel Committee.

Positions within each grade level may vary slightly depending on the needs of each council. Each position requires different levels of experience and education. Below is a sample of positions within each grade level. Please see actual job descriptions for specific job responsibilities and requirements. Current staff positions within the Central Office are noted with (CO) next to the title.

8.4.1.1 Grade Level 1: Receptionist –Clerical (CO)

8.4.1.2 Grade Level 2: Administrative Assistant I

8.4.1.3 Grade Level 3

8.4.1.3.1 Administrative Assistant II

8.4.1.3.2 Bookkeeping Clerk/Assistant Bookkeeper

8.4.1.3.3 Director of Resource Center

8.4.1.4 Grade Level 4:

8.4.1.4.1 Senior Administrative Assistant

8.4.1.4.2 Bookkeeper

8.4.1.4.3 Mission Treasury Service Coordinator

8.4.1.4.4 Benefits Services Coordinator (CO)

8.4.1.5 Grade Level 5

8.4.1.5.1 Full-Charge Bookkeeper/Accounting (CO)

8.4.1.5.2 Office Manager

8.4.1.5.3 Custodial Investment Services Coordinator (CO)

8.4.1.5.4 Director of Educational Ministries

8.4.1.6 Grade Level 6

8.4.1.6.1 Loan Services Coordinator (CO)

8.4.1.6.2 Administrative Associate (CO)

Exempt Status: This position may be exempt if responsibilities meet the requirements of the Fair Labor Standards Act, Administrative Exemption section.

8.4.1.6.3 Treasurer (CO)

8.4.2 Exempt Appointed Staff Positions: Elected Staff Levels 7 through 10 are approved by the member presbytery's personnel committee and then reviewed and approved by the Synod Executive and Synod MPeC.

8.4.2.1 Grade Level 7 - Director of Business Services (CO): The Director of Business Services oversees the financial departments of the Synod; serves as office manager of the Synod central office staff (except in those areas where the staff person reports directly to the Synod Executive or the Synod Stated Clerk) and as the financial administrator of the Synod.

8.4.2.1.1 Function I: Manage the financial systems of the Synod (50%)

8.4.2.1.2 Function II: Office Manager (40%)

8.4.2.1.3 Function III: Internal Auditor (10%)

8.4.3 Exempt Called/Elected Staff Positions: There is no general description herein provided by reason that the position descriptions of each of these levels are specific and unique to each member presbytery.

8.4.3.1 Grade Level 8

8.4.3.1.1 Associate Presbyter

8.4.3.2 Grade Level 9

8.4.3.2.1 Presbytery Executive

8.4.3.2.2 Executive Presbyter

8.4.3.2.3 General Presbyter**8.4.3.2.4 Evangelist Presbyter****8.4.3.2.5 Regional Presbyter/Administrator****8.4.3.2.6 Synod Stated Clerk (CO)****8.4.3.3 Grade Level 10: Synod Executive (CO)**

Chapter 5

Equal Employment Opportunity

8.5.1 The Synod of the Pacific is committed to developing a staff and volunteer base that is diverse. The Synod encourages staff search committees to use all available means to employ such persons. The Synod is an equal opportunity employer. Although employee selections are primarily based upon performance qualifications, diversity is also an important consideration.

The Synod stipulates that all persons called/elected to administrative and program positions shall be ordained members (ruling elder, deacon or Minister of Word and Sacrament) of a congregation or a presbytery of the Presbyterian Church (U.S.A.).

The Equal Employment Opportunity program is designed to ensure that hiring, promotion, and separation for all job classifications is done on the basis of fairness and without discriminatory bias based on conditions or characteristics over which the bona fide applicant or employee has no personal control. The Synod of the Pacific prohibits discrimination against employees, applicants and volunteers on the basis of sex (including pregnancy, childbirth, breastfeeding or related medical conditions), race, religion* (all aspects of religious beliefs, observance or practice, including religious dress or grooming practices), color, gender (including gender identity and gender expression), national origin (including language use and possession of a driver's license issued to persons unable to prove their presence in the United States is authorized under federal law), ancestry, physical or mental disability (including HIV and AIDS), legally protected medical condition (such as cancer and genetic characteristics), genetic information, marital status, registered domestic partner status, age (40 and over), sexual orientation*, denial pregnancy disability leave, military or veteran status, protesting conduct relating to these categories, or any other consideration protected by federal, state or local law.

The Synod will comply with applicable laws ensuring equal employment opportunities to qualified individuals with a disability. The Synod will make reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or an employee, unless undue hardship would result.

If an employee or volunteer believes he/she has been subjected to any form of unlawful discrimination, he/she is to provide a verbal or written complaint to his/her supervisor or the Synod Executive. The Synod will undertake a thorough investigation and attempt to resolve the situation. If the Synod determines that unlawful discrimination has occurred, appropriate action will be taken. The Synod will not retaliate against an employee for filing a complaint and will not knowingly permit retaliation by management or co-workers.

¹* *Except in the case where it is a bona fide requirement of a position requiring a Ruling Elder, Certified Christian Educator, Deacon or Minister of Word and Sacrament of the Presbyterian Church (U.S.A.). Exceptions will require the review and approval of the Synod Mission Personnel Committee.*

8.5.2 Specific Requirements: The following specific requirements shall be included in all hiring processes:

- 8.5.2.1** Advertising of available positions for called/elected staff shall be, for a minimum period of sixty days for regular staff, and thirty days for interim staff, in appropriate journals and other publications and posted on web sites, including those of national and regional governing bodies and related organizations.
- 8.5.2.2** Advertising of available positions for appointed staff shall be for a minimum period of fourteen days (two work weeks), in appropriate journals and other publications and posted on web sites, including those of local governing bodies and related organizations.
- 8.5.2.3** The Synod Executive, who is the responsible Equal Employment Officer, shall ensure that all elections and appointments for Synod staff are made by an inclusive process.
- 8.5.2.4** The Synod is committed as a purchaser to contract for and purchase goods and services from businesses that have committed themselves to the goal of equal employment opportunity.

Chapter 6

Employment Principles, Practices, and Compensation

- 8.6.1 Introduction to the Synod Staff Compensation Plan:** An individual who is employed by the Synod shall receive compensation at the rate determined specifically for the position, according to equitable salary scales within the entire Synod. The adequacy of the salary scale shall be reviewed annually, by the Mission Personnel Committee upon recommendation of the Synod Executive in consultation with its Human Resource consultants, prior to the establishment of salaries and wages.
- 8.6.2 Philosophy:** The first step in developing a compensation plan requires the development of a compensation philosophy. The Synod of the Pacific's Compensation Philosophy begins with its desire to be in accord with the biblical, theological, and ethical standards of the Presbyterian Church (U.S.A.) and with the church's principles of compensation. These principles include the belief that the church's mission calls for effective, competent staff throughout the church and appropriate compensation to attract and retain them. A compensation plan shall include salary and payments for benefits to provide for retirement, health, and disability insurance, paid holidays, leaves, vacations and continuing education and/or staff development. The Synod believes a compensation plan should be equitable and contain provisions that ensure its accountability. Performance reviews should be conducted annually and are one factor to be considered in salary adjustments. Performance-based increases provide an opportunity for financial recognition to employees. Salary levels and salary ranges should recognize variances in cost of living and/or cost of labor. Cost of living and/or cost of labor adjustments should not be confused with increases based on performance or changing duties.

The system of compensation should ensure that all church employees are compensated according to the following criteria:

- Employees recruited locally should be paid within salary ranges related to the average salaries paid by employers in that location for comparable positions requiring similar skills and experience.
- Employees recruited regionally or nationally should be paid within salary ranges related to the average salaries regionally or nationally paid by employers for comparable positions in

comparable organizations requiring similar skills and experience, modified to reflect the cost of living and/or cost of labor in the locale where the work is done.

The Synod believes in a compensation plan that includes economic justice for all employees without regard to race, color, gender, national origin, age, disability, marital status, sexual orientation, or religious affiliation (except when it is determined to be a bona fide occupational qualification.)

The Synod's compensation plan is rooted in its common call to glorify God, i.e., to make God more visible and more central in the processes of human community.

8.6.3 Salary Ranges: In the development of salary ranges, several criteria are utilized. First, all salary ranges shall reflect the cost of living and/or the cost of labor of the location in which the Synod or presbytery office is located. As stated above, salary ranges for employees recruited locally shall be competitive with average salaries paid by employers in that location for comparable positions requiring similar skills and experience. Employees recruited regionally or nationally shall be paid within salary ranges related to the average salaries regionally or nationally paid by employers for comparable positions in comparable organizations requiring similar skills and experience.

8.6.3.1 Salaries shall fall within grade levels based on level of responsibility. Each salary grade level shall have a minimum, midpoint, and maximum salary amount. The variance between the midpoints of each grade level, and the variance between minimum, midpoint, and maximum salary amount within each grade level, shall be based on a percentage established in consultation with the Synod's human resource consultant.

8.6.3.2 Salary ranges shall be reviewed annually by the Mission Personnel Committee and adjusted, as necessary, to reflect changes in the cost of living and/or cost of labor. The review will be conducted with information provided by the Synod Executive in consultation with the Synod's human resource consultant.

8.6.3.3 The dollar amounts represented by the salary ranges are for salary and/or housing only. Employee benefits are in addition to salary.

8.6.4 Determining Salary: The starting salary for new Synod employees is determined by the amount of education and/or experience individuals have relative to the job duties they will perform and the salary range for the position. Typically, depending on experience, a new hire will start somewhere between the minimum and the midpoint of the salary range. A person with very little or no experience will normally start at or near the minimum, while a person with 5 or more years of experience will start near the midpoint. Subsequent annual salary increases will depend on performance, changes in the cost of living and/or cost of labor, change in the level of responsibilities performed, available funds and the maximum salary for the position.

8.6.5 Housing

8.6.5.1 Clergy members of the Synod staff are considered to be self-employed for purposes of Social Security, federal and state tax laws. Prior to the beginning of the tax year, the clergy member shall request, and the Synod shall approve, a fixed dollar amount for a tax-exempt housing allowance, justification of said amount being the sole responsibility of the clergy staff member.

8.6.5.2 The Synod shall make available to fulltime called/elected staff members funds to assist in the purchase of housing as a matter of pastoral concern according to terms and conditions

that shall be established by the Synod, upon the recommendation of the personnel unit in the calling council, review and recommendation by the Synod Executive and approval by the MPeC and MFC.

8.6.6 Appointed Staff Introductory Period: At the time an appointed staff person is hired, there shall be an introductory period of sixty days, considered the training and get-acquainted period, completion of which does not guarantee continued employment. During this time either the Synod, through the immediate supervisor, or the employee may voluntarily terminate the appointment without cause, notice or further obligation of either party. At the end of the period, the employee will receive an **End of Introductory Period Review** from his/her supervisor (see **SAM Appendix E**). The Synod reserves the right to extend the introductory period, if necessary. At the satisfactory completion of the introductory period, appointed staff members working at least 20 hours per week are eligible for all regular employee benefits. Following the satisfactory completion of the introductory period, the Synod continues to maintain an at-will employment relationship.

8.6.7 Regular Work Week

8.6.7.1 Unless otherwise provided for in an employee's agreement with a presbytery, the normal work week for *full-time non-exempt* employees begins on Saturday, is thirty-five hours and shall ordinarily consist of five working days (Monday – Friday) of seven hours each, including a fifteen-minute rest period each in the morning and the afternoon, and an unpaid meal break of up to one hour per day. Due to synod or presbytery meetings, a non-exempt employee may occasionally work a Saturday or Sunday and take an Exchange Day off during the same work week. The regular work week shall not exceed forty (40) hours per week and/or eight (8) hours per day. Flexible work weeks must be appropriately approved by the employees in the respective office, the Synod MPeC and the applicable state agency. Supervisors will ensure that the employees take rest and meal breaks as required by the Fair Labor Standards Act (FLSA) and the applicable State wage and hour laws.

8.6.7.2 It is acknowledged that *exempt* staff may work in excess of 40 hours per week. Travel time to and from meetings away from the office including air travel is considered part of a work week. Exempt staff is expected to take at least two days off weekly, and when their work involves weekend commitments it is understood they may take time off during a subsequent week.

8.6.8 Attendance: The Synod considers regular and prompt attendance an essential requirement for all employees and a key aspect of overall job performance. Employees are expected to report to work whenever scheduled. Whenever an employee is unable to report to work because of illness or emergency, the employee must call a supervisor as far in advance as possible. The employee is responsible for ensuring that proper advance notice of absence or late arrival is given to his/her supervisor. More than four instances of unexcused tardiness by a nonexempt employee during any twelve-month period is considered excessive. Any unexcused absence is considered excessive. Excessive or abusive absences or tardiness will not be tolerated and may result in corrective action up to and including termination of employment. Any employee who fails to report to work for, and fails to notify the supervisor for, up to three consecutive days will be considered to have resigned his/her position with the Synod.

8.6.9 Time-Tracking: It is necessary to maintain and submit accurate and complete records of time worked, as required by the Fair Labor Standards Act (FLSA). Therefore, all non-exempt Synod employees shall keep a daily record of their time and turn the **Timesheet** (see **SAM Appendix F**) into their supervisor at the end of the semi-monthly pay period.

8.6.10 Overtime: It is the policy of the Synod to comply with the federal Fair Labor Standards Act (FLSA) and the applicable State wage and hour laws, with specific regard to overtime.

8.6.10.1 All non-exempt employees who work in excess of their normal hours (i.e., thirty-five [35] hours for full-time) will be paid additional wages at their normal hourly rate, up to forty (40) hours per week. All non-exempt employees who work in excess of eight (8) hours a day and/or forty (40) hours a week will be paid overtime wages at the rate of “time and a half” the regular hourly rate.

8.6.10.2 Any overtime or makeup time must be pre-approved by a supervisor in writing, who must also indicate that approval by signing the timesheet where the approved time is recorded.

8.6.10.2.1 In order to ensure good stewardship in implementing the approved Synod budget, hours worked by a non-exempt Synod staff person beyond what has been budgeted must have prior written approval by his/her supervisor and the Synod Executive. Employees who work overtime without obtaining approval may be subject to discipline. However, the employee will be paid in accordance with the current Fair Labor Standards Act requirements.

8.6.11 Make-Up Time

8.6.11.1 The Synod allows the use of make-up time when non-exempt employees need time off to tend to personal obligations (for example, doctor appointments). Employees may take time off and then make up the time later in the same workweek or may work extra hours earlier in the workweek to make up for time that will be taken off later in the workweek. An employee's use of make-up time is completely voluntary.

8.6.11.2 Make-up time worked will not be paid at an overtime rate. Time from starting work to ending work, including the time away for the personal obligation, may not exceed 11 hours in a day or 40 hours in a work week.

8.6.11.3 Make-up time requests must be signed by employee and submitted, in writing, to his/her supervisor, on the form provided by the Synod (see **SAM Appendix G - Make-up Time Request**). A separate written request is generally required for each occasion the employee requests make-up time. The make-up time request must be approved in writing before the employee takes the requested time off or works make-up time, whichever is first. Once the employee turns in his/her timesheet with the make-up time involved, the supervisor will then sign it and turn it in to the Synod with the **Make-up Time Request Form**.

8.6.11.4 If an employee takes time off and is not able to work the scheduled make-up time, the hours missed will typically be unpaid. However, in some situations, alternative make-up time during the workweek may be arranged with his/her supervisor, if operations permit. If an employee makes up time in advance, he/she must take the equivalent amount of time off later in the week, even if the time off is no longer needed.

8.6.12 Pay Periods: All staff wages are paid semi-monthly, based on two pay periods, which are the first through the fifteenth day and the sixteenth through the last day of each month. Payroll checks are disbursed on the last working day of each pay period. If the scheduled payday falls on a weekend or Synod-observed holiday, employees will be paid on the preceding workday. All required deductions, such as federal, state, and local taxes, and all voluntary deductions authorized in writing will be

withheld automatically from an employee's paycheck.

8.6.13 Dress Code: As a religious organization, it is expected that Synod employees will project a professional image. Employees are to wear semi-professional attire and maintain good personal hygiene. The Synod is confident that each employee will use his/her best judgment in following this policy; however, management reserves the right to determine appropriateness. Each presbytery or synod office may offer a variance to this policy, such as an occasional dress-down or casual day. Attire and accessories will be evaluated on a case-by-case basis.

8.6.14 Professional Conduct

8.6.14.1 It is expected that Synod employees will interact with staff, volunteers, clients (e.g., churches) and vendors in a professional manner, with integrity and respect. This includes all interactions, whether they are by phone or e-mail, in writing or in person. It is also expected that personal business will be conducted during breaks and will not adversely affect Synod work.

8.6.14.2 All employees are expected to exhibit professional conduct based on respect, honesty, teamwork and a commitment to the Synod's mission. The Synod strives to keep each employee informed in the event that the Synod feels his/her work performance or conduct is below standard. Where necessary, the Synod may take appropriate corrective action. However, this section does not alter the Synod's policy of at-will employment.

8.6.14.3 Examples of prohibited conduct include the following. Other types of conduct injurious to security, personal safety, employee welfare and the Synod's operations may also be prohibited and will result in disciplinary action up to and including termination.

1. Failure to comply with the law, and with the Synod policies, rules, and procedures;
2. Unsatisfactory job performance and/or continued failure to properly carry out assigned tasks;
3. Dishonesty or unfaithfulness (for example, stealing, or misusing Synod data and other confidential information);
4. Failure to comply with the Synod's policy prohibiting unlawful harassment and discrimination, including failure to participate in a workplace investigation;
5. Excessive absenteeism or tardiness;
6. Engaging in conduct that is inappropriate or unprofessional;
7. Negligence or neglect of duty;
8. Disobeying Synod policies and practices;
9. Theft of synod/presbytery or a co-worker's property;
10. Falsifying records;
11. Assault or unprovoked attacks against others;
12. Unauthorized use, possession, distribution, or promotion of drugs or alcoholic beverages in the workplace or while conducting Synod or presbytery business;
13. Unauthorized possession of weapons or firearms at the Synod/presbytery workplace.
14. Other types of conduct injurious to security, personal safety, employee welfare and the Synod's welfare are also prohibited.

8.6.15 Cell Phone Use While Driving

Employees must adhere to all federal, state, or local rules and regulations regarding the use of cell phones while driving. Accordingly, employees must not use cell phones if such conduct is prohibited by law, regulation, or other ordinance. If the employee is not sure whether the use of a cell phone while driving is prohibited in a particular area, please check with central office management.

Employees should not use hand-held cell phones for business purposes while driving. Should an employee need to make or receive a business call while driving, he/she should locate a lawfully designated area to park and make the call and/or use a hands-free speaking device such as a speakerphone or earpiece. Employees who are charged with traffic violations resulting from the use of their phone while driving will be solely responsible for all liabilities that result from such actions.

Chapter 7 Benefits

8.7.1 The Synod currently provides benefits to all regular staff persons working at least twenty (20) hours per week according to the provisions of the Board of Pensions, or its general equivalent, including medical insurance and retirement and disability income, together with regular vacations, regular and special leaves of absence and other benefits that are within the financial capability of the Synod. The Synod reserves the right to modify or change benefits based on economic conditions, affordability, etc., in accordance with applicable law.

8.7.2 The Synod is exempt from, and does not participate in, State Disability Insurance (SDI) and Unemployment Insurance (UI). Because there is no unemployment exemption in Oregon, Synod employees in the Eastern Oregon presbytery are provided Unemployment Insurance coverage.

8.7.3 General Benefit Descriptions

8.7.3.1 Benefits for Appointed Staff: Presently, benefits for appointed staff working at least 20 hours per week, begin on the first of the month after sixty days and include the following:

8.7.3.1.1 FICA (Social Security & Medicare): This applies to all appointed staff *immediately* upon hire, regardless of the number of hours worked.

8.7.3.1.2 Health Insurance: The Synod currently pays employee coverage in the Synod medical and dental insurance programs. The employee may add dependent(s) at his/her own expense, through payroll deduction. The terms and conditions for health insurance coverage are fully spelled out in the health plan documents.

8.7.3.1.3 COBRA: Under the Consolidated Omnibus Budget Reconciliation Act (COBRA), upon occurrence of a qualifying event and loss of insurance coverage, employees participating in the Synod health insurance plans may qualify for continuation coverage at their own expense.

8.7.3.1.4 Pension: The Synod contributes to a staff pension plan. Contributions begin on the first of the month following one year of service. Under the current plan, an employee is fully vested after five years of service, beginning with his/her start date.

8.7.3.1.5 Continuing Education: Appointed staff members may be eligible for a continuing education benefit each year for use in providing career development opportunities. The amount of the benefit will be determined by the Synod Mission Personnel Committee. If the employee works less than 35 hours per week, any benefit may be prorated accordingly.

8.7.4 Benefits for Called/Elected Staff: Presently, benefits for called/elected staff begin immediately upon hire and include the following:

8.7.4.1 FICA (Social Security & Medicare) for non-clergy staff.

8.7.4.2 Employee and Family medical insurance, disability insurance and pension under the PC (USA) Board of Pensions.

8.7.4.3 Optional coverage for dental insurance and death benefits, at the employee's cost, through payroll deduction.

8.7.5 Sabbatical Leave Plan

8.7.5.1 A sabbatical leave may be permitted after seven years of service for called and elected staff and every seven years after a sabbatical leave is taken. The leave may be for three months with full pay, plus an additional three months with no further pay.

8.7.5.2 The sabbatical leave shall be requested in writing, stating specifically the purposes of professional growth and development, or personal growth and renewal. Ordinarily the written request will be made one year prior to the start of the proposed leave.

8.7.5.3 Approval for a sabbatical leave shall be given by the Synod Mission Personnel Committee upon the recommendation of the staff person's immediate supervisor and with the concurrence of the personnel committee of the presbytery. Use of a six-month period of time will require the approval of the Synod Executive. Only one staff person in any particular unit shall take a sabbatical leave in any calendar year.

8.7.5.4 Since Sabbatical Leave is a benefit utilized at the voluntary election of the elected staff person, travel and all other related expenses during a sabbatical are the responsibility of the staff person. The presbytery may elect to provide sabbatical expense money from presbytery funds to the staff person. The Synod will be responsible only for continuation of salary and normal benefits. Accumulated Study Leave may be used toward Sabbatical Expenses. Paid leave benefit days (PLBD) will not accrue during a sabbatical.

8.7.5.5 Upon return from sabbatical leave, the staff member shall make a written report on the results of the leave experience, as described in the proposal submitted prior to the leave.

8.7.5.6 The assumption is that a staff member will continue in his/her current position for at least six months upon completion of the sabbatical.

8.7.6 Study Leave Allowance

- 8.7.6.1 Basic Purpose:** The primary purpose of the Synod's study leave allowance is to provide time and dollars to enhance growth in the called/elected staff person's ability to carry out the duties and responsibilities in the present position with the Synod.
- 8.7.6.2 Implementation:** The relationship between the study leave and work objectives shall be identified in writing through the immediate supervisor with the presbytery personnel committee and reviewed by the Synod Executive.
- 8.7.6.3** A maximum of two weeks and a dollar amount per year determined by the Synod Mission Personnel Committee, each of which may be accumulated for three years, may be granted to each called/elected staff person.
- 8.7.6.4** An advance from the next year's allowance to a maximum of the current annual dollar amount may be drawn at the request of the called/elected staff person, subject to the concurrence of the presbytery personnel committee and the approval of the Synod Executive. Repayment of the advance shall be from the following year's allowance, or, in the case of termination for any reason, shall be deducted from the current salary.
- 8.7.6.5** An annual accounting of the accumulated study leave allowance will be provided to all called/elected staff persons in the first quarter of each year, indicating the amounts and days available and expended in preceding years as well as the current amount and days available.
- 8.7.6.6** Proposals for use of the study leave allowance shall be made on the standard form (see **SAM Appendix H-Proposal for Use of Study Leave Allowance**), indicating the nature and purpose of the project or event and shall be signed by the staff person and the immediate supervisor. The presbytery personnel committee shall approve the study leave proposal. Charges against the accumulated dollar amounts and days will be made against the earliest of the three years available, so that the staff person will be able to make maximum use of the provided allowances. After three years, unexpended dollars and days will be forfeited.
- 8.7.6.7** Study leave allowances are not payable as a termination or severance benefit.

8.7.7 Additional Benefits for Appointed and Called/Elected Staff: The following benefits apply to both appointed and called/elected staff:

- 8.7.7.1** After sixty days of employment, voluntary participation in a **Section 125 Flexible Benefits Plan**, with an employee-specified payroll deduction. These are pre-tax deductions used for reimbursable medical costs, medical premiums and dependent-care expenses.
- 8.7.7.2** Other optional benefit plans, such as disability, life insurance, accident insurance and cancer coverage. These are paid through payroll deductions.
- 8.7.7.3** Voluntary participation in a 403 (b) plan, with employee-specified pre-tax payroll deductions paid to an annuity provider of the employee's choice.
- 8.7.7.4 Workers Compensation Insurance:** The Synod provides workers' compensation insurance to protect an employee if s/he is injured on the job.

8.7.8 Paid Leave Benefit Plan: The Synod of the Pacific provides its employees with a benefit of time off from work with pay. Paid Leave Benefit Days/Hours (PLBD) are provided by the Synod for employees to use at their choosing for paid time off from work for vacation leave, sick leave, bereavement leave and other time off.

8.7.8.1 For full-time, *non-exempt* employees, days off accrue at the following scheduled rate:

<i>Continuous Service</i>	<i>PLBDs Off</i>	<i>Maximum Cap</i>
1 to 4 Years	Two days per month (24 Days)	40 days*
5 to 9 Years	Two and a half days per month (30 Days)	40 days*
10 Years & over	Three days per month (36 Days)	40 days*

*40-day maximum is calculated based on employee's applicable workweek and percent of time (i.e., full-time, 75% time, half-time, etc.)

Note: Synod calculates PLBDs in hours, for pay-stub reporting purposes.

8.7.8.2 Non-exempt employees are eligible for use of PLBDs off following sixty days of Synod employment. During the first sixty days, PLBDs are earned but may not be used.

8.7.8.3 Part-time employees, working from 20 through 34 hours per week, earn PLBDs on a pro-rated basis, based on their regular work schedule. Accrual caps are also prorated accordingly.

8.7.8.4 Paid Leave Benefit Days accrue based on continuing service from the date of hire, or date of eligibility – whichever is later.

8.7.8.5 For full-time, *exempt* employees, days off accrue at the following scheduled rate and are not subject to the sixty-day waiting period:

<i>PLBDs Off</i>	<i>Maximum Cap</i>
Three days per month (36 Days)	40 days (320 hours)

8.7.8.6 For both exempt and non-exempt employees, PLBDs are intended to be used within the current calendar year as earned.

8.7.8.6.1 Once an employee reaches a maximum accrual of forty (40) days, he/she stops earning Paid Leave Benefit Days. Once days are used, he/she begins earning again. These days are based on a five (5) day work week of 35 hours, full-time (40 for exempt staff).

8.7.8.6.2 If a flexible schedule has been agreed upon with the supervisor, the PLBDs will be adjusted based on a 5-day work week; and tracked in hours.

8.7.8.7 PLBDs may also be used for sick leave, including for the employee's own health condition, as well as that of a family member. This includes preventive care. The leave can also be used for an employee who is a victim of domestic violence, sexual assault or stalking. For purposes of this policy, family member is defined as the employee's child, parent, spouse, registered domestic partner, child of a domestic partner, grandparent, grandchild, or sibling.

8.7.8.8 Paid Leave Benefit Plan days off are normally scheduled and approved in advance by the

supervisor and can be taken in half or full day increments. In the event that unexpected illness or injury requires use of a half day or full day, notice to the supervisor must occur as soon as possible. Bereavement leave days are deducted from the employee's Paid Leave Benefit Plan.

8.7.8.9 Paid Leave Benefit Days will not accrue during a paid or unpaid leave of absence.

8.7.8.10 Upon any separation from employment, employees are paid for any accrued and unused Paid Leave Benefit Days.

8.7.8.11 An employee may donate earned paid leave days to another employee, provided that there is a written agreement (**SAM Appendix I - Donation of Earned Paid Leave Days**) between the donor employee and the Synod, to be submitted to the Synod Executive. The donated days are on an hour-for-hour basis, with no regard to a difference in compensation between the employees. The donor may not donate more than half of the accrued days at a given time. It is requested that the donation be anonymous.

8.7.9 Paid Sick Leave for Part-time Employees working up to 20 hours per week: At January 1 of each calendar year, employees working less than 20 hours per week will be given 24 hours of sick-time for use during the year. There is no accrual or annual carryover of days. For new hires, the three days will be allocated immediately upon employment and will be available for use beginning on the 60th day of employment.

Sick leave may be used for the diagnosis, care or treatment of an existing health condition or preventative care for the employee or an employee's family member. The leave can also be used for an employee who is a victim of domestic violence, sexual assault, or stalking. For purposes of this policy, 'family member' is defined as the employee's child, parent, spouse, registered domestic partner, grandparent, grandchild, or sibling. Employees who are victims of domestic violence, sexual assault or stalking may also use sick leave to seek aid, treatment, or related assistance.

Employees can request sick leave with an oral and/or written request. If the leave is foreseeable (e.g., a planned medical appointment) reasonable advance notice must be provided.

8.7.10 Paid Holidays: In addition to Paid Leave Benefit Days off, Synod offices are closed on the following paid holidays: New Year's Day, Observance of Martin Luther King, Jr. Day, Observance of Presidents Day, Good Friday, Observance of Memorial Day, Observance of Independence Day, Observance of Labor Day, Thanksgiving Day, Day after Thanksgiving, and the week from Christmas Eve Day to New Year's Eve Day. *[An individual Synod or presbytery office may decide that it needs some staff coverage during part of the week between Christmas and New Year's Day. If that decision is made, the staff person(s) must be given an alternate holiday(s) prior to Christmas week.]*

8.7.10.1 Permanent part-time staff who work less than 20 hours a week receive paid holiday pay for the amount of hours they are normally scheduled to work when the holiday falls on their normally scheduled workday.

8.7.11 Disability Salary Continuation Benefit Plan

8.7.11.1 Disability Salary Continuation Benefit Plan (DSCBP) days are earned at the rate of one day for each full month of service and will accrue to a maximum of 120 workdays.

8.7.11.2 Employees on a medical leave of absence for the individual's own illness or medical injury as certified by a medical doctor are eligible for Disability Salary Continuation Benefit Plan compensation beginning on the sixth day of disability.

8.7.11.3 Under the Disability Salary Continuation Plan (DSCBP), for each accrued DSCBP day, the employee is entitled to fifty percent (50%) of his/her usual and regular wages for one day. Workers' Compensation benefits, State Disability Insurance Benefits and Social Security disability benefits are integrated with DSCBP to equal, but not to exceed, an employee's full usual and regular wages. If that combination of benefits does not equal the employee's usual and regular wages, the employee may use accrued PLBD funds to receive an equivalent amount.

8.7.11.4 Disability Salary Continuation Benefit Plan support ends when available benefits are exhausted, when the employee returns to work, or after six months, whichever first occurs.

8.7.11.5 Disability Salary Continuation Benefit Plan payments are not paid out upon resignation or termination of employment under any circumstances.

8.7.11.6 DSCBP days will not accrue during a paid or unpaid leave.

8.7.12 Long Term Disability: Synod staff members, not covered under the Board of Pensions, are provided Long Term Disability insurance. In the event of a disability, the employee will begin receiving benefit payments after the first ninety days of the disability. The benefit is 60% of monthly earnings with a maximum of \$5,000 per month. The benefit is payable up to Social Security retirement age.

8.7.13 Jury Duty: Jury duty is not considered part of an employee's Paid Leave Benefit Plan. For each day of jury duty, non-exempt employees will be paid his/her regular wages. An exempt employee will be paid his/her weekly pay for any partial weeks worked while on jury duty. If jury service is anticipated to extend beyond 15 workdays, the employee shall contact his/her supervisor and central office so adequate work coverage can be arranged. Once service is complete, the employee shall turn in to his/her supervisor a court record of jury service. Any jury duty stipend received for those days must be paid to the Synod.

8.7.14 Leaves of Absence

8.7.14.1 A leave of absence (LOA) is defined as an approved absence from work for a specified period of time for medical, parental, military or personal reasons. The Synod is not required to comply with the Family Medical Leave Act (FMLA) but currently has its own LOA policy. A Synod employee is eligible for a LOA after at least twelve (12) months of service (and immediate eligibility for pregnancy-related disability). The maximum amount of LOA time an employee is allowed to take in any combination of LOAs is twelve (12) weeks in a twelve (12) month time period, measured backward from the date an employee begins a leave of absence (rolling period). The 12 weeks is based on the normal amount of hours an employee works in workweek. An employee who goes on a LOA (other than pregnancy leave) must use Paid Leave Benefit Days (PLBD) until returning to work or until the PLBD has a balance of no more than 5 days.

8.7.14.2 The Synod will continue to pay its portion of the cost of the employee's benefits including health, dental and disability insurance benefits while an employee is on an approved leave of absence. The employee must continue to pay his/her portion of the benefits, if applicable. If the employee fails to pay his/her portion of the benefits for more than thirty (30) days, the

employee's coverage(s) will be terminated, and s/he will be offered COBRA to continue health and dental benefits. Neither Paid Leave Benefit Days (PLBD) nor Disability Salary Continuation Benefit Days (DSCBP) will accrue during any LOA.

8.7.14.3 Every effort will be made to return the employee to the same or a similar position at the conclusion of the LOA. However, the Synod's need to fill a position may override its ability to hold a position open until an employee returns from his/her LOA. Failure to return from a LOA upon the expiration of the leave will be considered a voluntary resignation. An employee requesting a LOA must submit a **Leave of Absence Request Form** (see **SAM Appendix J**) to his/her supervisor.

8.7.14.4 LOA Definitions

8.7.14.4.1 Medical Disability Leave (MDL): After twelve (12) months of service, if an employee is medically disabled for any reason, the Synod will grant the employee up to a maximum of 12 weeks of unpaid medical disability leave of absence. Medical disability leaves (MDL) include leaves requested due to an occupational or non-occupational injury. An employee requesting a disability leave must submit a request for leave in writing, stating the reason for the leave, at least 30 days in advance to his/her supervisor. The request must be approved, in writing, by the supervisor and the Synod Executive. In emergencies, written notice must be provided as soon as possible under the circumstances. The employee must also submit a statement from a physician stating that the employee is disabled, that the disability will preclude the employee from the ability to work, and the estimated length of time that the employee will be away from work because of the disability. This certification should be provided at the time of the request of the leave, but no later than 15 days after the request for leave is made.

An employee who goes on a medical disability leave must use Paid Leave Benefit Days (PLBD) until returning to work or until the PLBD has a balance of no more than 5 days. Employees may be eligible for Disability Salary Continuation Benefits (DSCBP) after the fifth day of being absent from work (see DSCBP policy).

8.7.14.4.2 Pregnancy Disability Leave (PDL): Under the California Fair Employment and Housing Act, if an employee is disabled by pregnancy, childbirth or related medical conditions as certified by her medical provider, she is eligible to take a pregnancy disability leave (PDL). An employee is eligible for a PDL upon date of hire. If an employee is affected by pregnancy or a related medical condition, she is also eligible to transfer to a less strenuous position, if medically advisable, and she is eligible to receive reasonable workplace accommodations, if necessary. PDL is available for up to four months (17 1/3 weeks) per pregnancy. For more information, an employee should ask her supervisor or the Synod Executive. Employees may be eligible for Disability Salary Continuation Benefits (DSCBP) after the fifth day of being absent from work (see DSCBP policy).

8.7.14.4.3 Parental Leave: After twelve (12) months of service, the Synod will grant paid leave to new parents as follows:

Relationship to Child

Paid Leave

Birthmother	6 weeks
Adoptive Mother or Father	2 weeks
Spouse or Domestic Partner	2 weeks

In addition, non-birth parents (adoptive parents, spouses, or domestic partners) may also be eligible for up to ten (10) weeks of unpaid leave to care for and bond with the new child.

As specified above in the pregnancy disability leave section, pregnant employees are eligible for up to 12 weeks additional unpaid leave.

The request must be submitted to the supervisor at least six weeks prior to the expected birth or adoption. The request must then be approved, in writing, by their supervisor and the Synod Executive.

8.7.14.4.4 *Personal Leave:* Under special circumstances, the Synod may grant an unpaid personal leave of absence for up to 12 weeks. An employee requesting a personal LOA must submit the request in writing, stating the reason for the leave, at least 30 days in advance to the supervisor. The request must be approved, in writing, by the supervisor and the Synod Executive. In emergency situations, written notice must be provided as soon as possible under the circumstances. The Synod has sole discretion in determining whether the leave request will be granted and whether or not the employee's current position will be held.

8.7.14.4.5 *Other Legally Required Time Off:* The Synod will comply with all laws requiring employee time away from work. This includes, but is not limited to, time off as appropriate for voting in a statewide election, serving as a volunteer firefighter and attending school activities, alcohol and drug rehabilitation, military leave, military spouse leave, for leave related to domestic violence, sexual assault, or crime victims, and for organ and bone marrow donations. If one of these applies to an employee, he/she should contact their supervisor or the Synod Executive for further details.

8.7.14.4.6 *Work-related-injury Return to Work Program:* The Synod is committed to returning injured employees to work as soon after an injury as possible. This will be done by temporarily modifying the employee's job, if necessary. The employee's medical condition along with any limitations or restrictions given by the attending physician will be considered as a priority when identifying the transitional work. If an employee needs to take a leave of absence due to a work-related injury, the policies for a Synod Medical Disability leave apply (see above).

Chapter 8 Called / Elected Staff Loans

8.8.1 Housing Loans

8.8.1.1 As a responsible employer, the Synod of the Pacific provides assistance for housing and automobile costs to called and elected fulltime staff persons. Ordinarily that assistance takes the form of loans secured by real or personal property and amortized by regular payroll

deductions.

8.8.1.2 Housing loans shall be requested in writing by the staff person and must include a current Personal Net Worth (Assets & Liabilities) Statement, and are to be approved by the applicable presbytery personnel committee and the Synod Mission Personnel Committee in consultation with the Synod Mission Finance Committee. Housing loans to fulltime called/elected staff at times other than election or relocation shall be negotiated on a case by case basis and are subject to the availability of loan funds. Fulltime staff members in self-administering presbyteries are eligible for loan benefits, subject to the availability of funds.

8.8.1.3 **Bridge Loans.** Transitional loans for up to thirty-six (36) months may be made available upon the written request of a newly elected full-time staff person and with the approval of the electing unit's personnel committee. These are variable rate loans. Interest upon the unpaid principal balance shall be charged at the rate of the Synod's line-of-credit rate with its bank. Transitional loans will be secured by a promissory note executed by the borrower and will require the co-signature of the council to whom the staff person is responsible.

8.8.1.4 **Shared Equity Agreements.** At the time of first employment, or transfer, a shared equity agreement may be negotiated between the Synod and a fulltime elected staff person, with a maximum dollar participation by the Synod of \$500,000; and a maximum percentage participation by the Synod of 60% of the purchase price. The agreement shall be secured by a promissory note subject to the terms of the agreement and by a recorded deed of trust (second mortgage) upon the encumbered property. If the staff person's share of equity is paid with cash, Synod will hold a first mortgage. A staff person who requests and is provided a shared equity agreement with the Synod is not eligible for other mortgage assistance from the Synod. At least three percent (3%) of the purchase price or \$30,000, whichever is less, will be required as a down payment by the borrower. The borrower is solely responsible for any and all homeowners insurance and shall provide evidence of insurance naming the Synod of the Pacific as additional insured and secondary loss payee.

In the event of termination for any reason, the full amount of the loan obligation is due and payable within six (6) months of termination.

8.8.1.5 **Second Mortgage.** Loans of up to \$75,000 with a maximum term of 15 years are available for the purchase of a home used as a primary residence by full-time called/elected staff at the time of their first election or transfer within the Synod. These are variable rate loans. Interest shall be charged at the rate of the Synod's line-of-credit rate with its bank. The loan will be secured by a promissory note and a recorded deed of trust (second mortgage) upon the encumbered property. In the event of termination for any reason, the full amount of the loan obligation is due and payable within six (6) months of termination. The borrower is solely responsible for any and all homeowners insurance and shall provide evidence of insurance naming the Synod of the Pacific as additional insured and secondary loss payee.

8.8.2 Car Loans

8.8.2.1 The Synod shall make available to full-time called/elected staff members funds to assist in the purchase of an automobile as a matter of pastoral concern according to terms and conditions which shall be established by the Synod, upon the written request of the staff member. Full-time staff members of self-administering presbyteries are eligible for loan benefits, subject to the availability of funds.

- 8.8.2.2** Car loans shall be approved by the Chair of the presbytery Personnel Committee and the Synod Executive. In the case of a loan to the Synod Executive, it must be approved by the Chair of the Mission Personnel Committee.
- 8.8.2.3** Loans of up to \$20,000 with a maximum term of six (6) years are available for called/elected staff. Interest shall be charged at the prime rate of the Synod's banking institution and will be subject to adjustment on January 1 of each year. The Synod shall be listed as lien holder and will retain the vehicle's title document until the loan is fully paid. The borrower shall provide evidence of insurance naming the Synod of the Pacific as additional insured and loss payee for Collision and Comprehensive coverage. In the event of termination for any reason, the full amount of the loan obligation is due and payable within ninety (90) days of termination.
- 8.8.2.4** All staff loan payments shall be made through employee payroll deductions.

Chapter 9

Expenses and Reimbursement

- 8.9.1 Business and Travel Expenses:** The Synod shall reimburse all staff persons for expenses incurred in the regular performance of their office and travel responsibilities through a uniform voucher system.
- 8.9.2 Reporting System**
 - 8.9.2.1** Monthly travel expenses shall be reported in a timely manner to the Synod on a detailed report and a signed voucher, which will be reviewed and signed by the immediate supervisor or a designee of that office. In order to provide accountability to the Synod budget, employees should seek reimbursement within thirty (30) days after the close of the month.
 - 8.9.2.2** Receipts for all expenditures in excess of \$25.00, and for all transportation costs and all lodging costs, will be attached to the monthly travel detail report and submitted to the Synod, or the verification signed that receipts are on file in their office.
 - 8.9.2.3** All vouchers submitted for payment shall clearly indicate the categories for which reimbursement is requested, any offsetting honoraria or reimbursements and the signature of the staff person and his/her supervisor or designee of that office.
- 8.9.3 Ordinary Business and Travel Expenses:** The following items are eligible for reimbursement when submitted on the approved detail report and voucher:
 - 8.9.3.1** Automobile mileage at the IRS allowable rate; parking and highway/bridge tolls as necessary. Mission Finance Committee can amend the mileage reimbursement rate at any time that they feel the IRS allowable rate is not appropriate.
 - 8.9.3.2** Airfare for business travel, at the standard coach rate. If an employee upgrades air class, they will submit documentation of both fares and be responsible for the difference.
 - 8.9.3.3** Lodging while traveling for Synod/presbytery business.
 - 8.9.3.4** Meals and guest meals when necessary, including tips, but not to include alcoholic beverages.

8.9.3.5 Airport shuttle and taxi expenses, including reasonable tips.

8.9.3.6 Automobile rental when necessary and appropriate.

8.9.3.7 Expense for the annual fee (if applicable) of one business credit card for the presbytery.

8.9.4 Telephone and Cell Phone Expenses: Synod employees will be reimbursed for telephone and cell phone expenses as they relate to Synod/presbytery business. They shall submit their cell phone bill identifying the percentage of business use to be reimbursed. For employees with regular, daily use of a cell phone for Synod/presbytery business, they will be offered a separate work cell phone.

8.9.5 Professional Journals, Books and Periodicals: Called/elected and exempt employees will be reimbursed for professional journals, books and periodicals as they relate to Synod/presbytery business.

8.9.6 Special Travel Expenditures: Called/elected employees are eligible for reimbursement for one travel club service card, such as AAA.

8.9.7 Honoraria and Other Expenses Reimbursements

8.9.7.1 Payments of any kind for preaching in congregations within the bounds of the Synod, or remuneration for any service in congregations or church-related institutions within the bounds of the Synod, except during vacation periods when reported in advance to the immediate supervisor, shall be reported as income on the regular monthly travel voucher and used to offset travel and other business expenses incurred by the staff person.

8.9.7.2 Travel and expenses reimbursements from other agencies or governing bodies shall be reported with the monthly travel voucher and used to offset travel and other business expenses incurred by the staff person.

Chapter 10

Job Descriptions and Performance Evaluations

8.10.1 Annual Review: A person who is employed by the Synod generally receives an annual review of his/her performance based on the position description, and objectives that are determined in consultation by the employee and her/his supervisor and approved by the Personnel Committee of the respective council and the Synod Mission Personnel Committee.

8.10.2 Uniform Job Descriptions and Performance Evaluations

8.10.2.1 In an effort to provide fair and consistent implementation and administration of Synod staff salaries and performance evaluations, the Synod elects to utilize uniform job description and performance evaluation forms.

8.10.2.2 The uniform **Job Description** (see **SAM Appendix K**) includes the major functions of the position and the duties which the employee carries out, the employer's expectations of when employee's performance of those duties meets satisfactory expectations, relationships with other persons and/or governing bodies and the skills, knowledge and abilities necessary to perform the job effectively. Considerations concerning full or part-time

employment and other pertinent factors are also included.

8.10.2.3 The **Performance Evaluation Form** (see **SAM Appendix L**) measures the performance level of the employee in three areas:

8.10.2.3.1 Appraisal of performance of the duties assigned within the major functions of the particular position;

8.10.2.3.2 Skills and interpersonal performance appraisal;

8.10.2.3.3 Supervisory skills appraisal, if applicable.

8.10.2.4 Self Evaluation: In addition to the performance evaluation form, each employee completes a “Self-Evaluation” of his or her work for the previous year (see **SAM Appendix B**).

8.10.3 Performance and Salary Review Process

8.10.3.1 A uniform Job Description (**SAM Appendix L**) and Performance Evaluation (**SAM Appendix M**) format is utilized for all Synod staff.

8.10.3.2 Requests for changes to job descriptions or salary grade levels for all Synod staff shall be reviewed and approved by the appropriate presbytery personnel committee and submitted in writing no later than November 1st to the Synod Executive for review. Approval is not needed unless the Synod Executive determines that the change falls outside of the Synod compensation guidelines, in which case it will come before the Synod MPeC during a November teleconference meeting.

8.10.3.3 Based on a recommendation from the Synod MPeC, in consultation with the personnel committee chairs of the presbyteries, the Synod, during its May meeting, shall approve a preliminary “salary pool” for the central office as part of its budget for the subsequent year. At the October Synod meeting, the MPeC shall recommend to Synod a final central office “salary pool” for its approval. The final salary pool recommendation shall be determined by utilizing a combination of the September CPI Western Regional Index, information obtained from the Synod’s human resource consultant and the availability of Synod funds. In addition, the MPeC shall review and approve each of the central office salary recommendations.

8.10.3.4 All Synod appointed staff generally receive an annual performance review no later than October 31 of each year.

8.10.3.5 No later than October 31 of each year, all called/elected Staff generally receive an annual performance review by the presbytery personnel committee and the Synod Executive.

8.10.3.6 The Synod Executive Performance Review Committee shall conduct the performance evaluation of the Synod Executive during the October meeting of the Synod. The Synod Executive Performance Review Committee shall consist of the following six persons: Chair of the MPeC, two additional voting members of the MPeC elected by the same committee, Synod Moderator, Chair of the MPaC and Chair of the MFC.

8.10.3.7 The appropriate presbytery personnel committee and the Synod Executive shall conduct the performance evaluation of each Executive/General Presbyter. The performance evaluation

date should be set well in advance to ensure the greatest level of participation by individuals conducting the review.

- 8.10.3.8** The appropriate presbytery personnel committee and the Executive/General Presbyter, in consultation with the Synod Executive shall conduct the performance evaluation of each Associate/Regional General Presbyter.
- 8.10.3.9** A copy of each staff performance evaluation shall be sent to the Synod Executive upon completion. Any performance evaluation that results in a below satisfactory rating shall be copied by the Synod Executive, along with the plan for improvement and submitted to the Synod MPeC for review and possible consultation with the presbytery personnel committee and appropriate supervisor(s).
- 8.10.3.10** All performance evaluations are the property of the Synod of the Pacific. The original shall be kept in the files of the Synod office, a copy shall be given to the employee, and a copy shall be maintained in the files of the presbytery.
- 8.10.3.11** Approved staff salary adjustments shall occur once each year on January 1st. These salary adjustments, when given, will be for performance as well as cost of living and/or cost of labor. Staff salary adjustments for Synod staff deployed in the presbytery offices are at the discretion of the respective presbytery and shall follow the general guidelines of being for performance as well as cost of living and/or cost of labor.
- 8.10.3.12** The primary factors utilized in determining recommended salary adjustments shall be performance (as demonstrated by the employee in his or her most recent performance evaluation), experience and the percent of maximum salary the employee is currently at for the applicable salary grade level.
- 8.10.3.13** The Synod office will provide Salary Adjustment Forms to each presbytery by the third week of October.
- 8.10.3.14** Each Executive/General Presbyter, in consultation with the appropriate personnel committee, shall complete and submit to the Synod Executive, prior to November 10th, a Salary Adjustment Form containing the salary adjustments for the subsequent year for all Synod staff within their presbytery.
- 8.10.3.15** Any annual salary adjustment for the Synod Executive and other central office staff members shall be determined by the Synod MPeC at the October Synod meeting.
- 8.10.3.16** Salary adjustment recommendations for the Presbytery Executives shall be determined by the appropriate personnel committee. They shall be part of the presbytery Salary Adjustment Form submitted by the Executive/General Presbyter to the Synod Executive.
- 8.10.3.17** Salary adjustment for all other called/elected Synod staff shall be made by the appropriate Presbytery Executive, in consultation with the appropriate personnel committee and the Synod Executive, if requested.
- 8.10.3.18** Salary adjustment for all Appointed Staff in the presbytery shall be made by the Presbytery Executive, in consultation with the appropriate personnel committee.

8.10.3.19 The Synod Executive shall review the salary adjustment forms for all Synod staff as soon as received. The Synod Executive shall submit the salary adjustment forms to the Synod MPeC only if they fall outside the general compensation guidelines. The Synod MPeC shall have final authority for approving all Synod central office staff salary adjustments in order to insure consistent and equitable application of Synod compensation policies.

8.10.3.20 With the mission partnership funding model, the presbyteries have complete discretion over their salaries for Synod staff deployed in their offices, subject to reasonable compliance with Synod-established guidelines and salary ranges. In the funding model, the amount for salaries will impact the amount of the Revenue Share and Partnership Grant the presbytery receives.

8.10.4 Timetable

January 1	Individual Salary Adjustments commence.
October Synod Meeting	Synod MPeC determines Synod Executive's and other Central Office Employee Salary Adjustments.
October 31	Performance Evaluations and requests for changes to job descriptions are completed and sent to the Synod Executive.
Third Week in October	Synod sends salary adjustment forms to presbyteries.
November 10	Salary Adjustment Forms received by Synod Executive from Presbytery Executives and processed by the central office for grant calculation.
November 15	Synod Executive submits all Salary Adjustment Forms to Synod Mission Personnel Committee, only if they fall outside of the general compensation guidelines.
Third Week in November	If necessary, Synod MPeC teleconference to review and approve any changes to central office Salary Adjustments subsequent to the October meeting, and review presbytery requests for changes to job descriptions and/or changes to Grade Levels if they fall outside of the general compensation guidelines.

Chapter 11 Workplace

8.11.1 Staff Rights

8.11.1.1 The Synod shall provide staff persons and volunteers a workplace environment that is clean and safe. All office equipment shall be provided and maintained by the council in which the office is located. Synod offices shall be fully accessible for handicapped persons. Each workplace shall abide by state and local guidelines for smoking in public places.

8.11.1.2 The Synod complies with applicable laws ensuring equal employment opportunities to

qualified individuals with disabilities. The Synod will make reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or an employee or volunteer, unless undue hardship would result.

- 8.11.1.3** The Synod shall seek to protect the rights of all staff persons and volunteers, including the rights of privacy and confidentiality, freedom from abuse of power and freedom from sexual harassment. The Synod shall administer a process for the hearing and the redress of grievances that may arise in the administration of this policy and protection of these rights.

8.11.2 Children in the Workplace

- 8.11.2.1** As a general rule, employees should not bring children into the workplace. While every effort is made to ensure a safe, healthy work environment, the workplace is not designed for the extended presence of children and the presence of children can interfere with the normal work of colleagues. When childcare cannot be arranged, the employee should use available personal leave with his/her supervisor's approval.

- 8.11.2.2** There are occasions where the presence of children in the workplace is allowed. Examples include:

- Brief, occasional visits by children;
- As required by circumstances needing immediate attention, such as a doctor's visit;
- During a day such as "Take your Daughter/Son to Work" for career exploration and/or mentoring.

- 8.11.2.3** During any such allowed visit, the child must be under the immediate supervision of the employee parent.

8.11.3 Health and Safety

- 8.11.3.1** It is the policy of the Synod that each work location is kept free of hazards that may cause physical harm or illness to staff members. All Synod employees and volunteers are responsible for implementing this policy. Failure to follow the following policy may result in loss of benefits to the injured or ill employee, or violation of the workers' compensation laws and the federal Occupational Safety and Health Act.

- 8.11.3.2** It is the responsibility of each employee and volunteer to do the following:

- Perform work in a safe manner.
- Report any injury or occupational illness to his/her supervisor immediately.
- Ensure that his/her physical work area is free of hazards.
- Use only safe materials and substances and protective equipment, if applicable.
- Be aware that there is potential danger to his/her health or safety if instructions are not followed.

- 8.11.3.3** The supervisor typically is responsible for the following:

- Keeping employees and volunteers informed of required safe practices.
- Taking appropriate disciplinary action promptly upon the occurrence of a willful violation.
- Seeing that an injured or ill person receives proper and immediate treatment for any injury or illness.
- Promptly notifying the Director of Business Services and/or Synod Executive of accidents or illnesses involving staff members.

- Thoroughly investigating the circumstances of each accident or illness.
- Notifying the proper parties of the physical facilities involved in the accident or of the material or substance that may have induced an occupational illness.

8.11.3.4 The Synod supervisor is responsible for notifying an injured employee of his or her workers' compensation benefits. The supervisor in each office is also responsible for filing the required reports on a timely basis. Please refer to the Safety Manual centrally located in each synod/presbytery office for more details.

8.11.4 Personnel Records: Personnel files are maintained safely and securely in a locked cabinet in the Synod central office (and presbytery office if employee works there). A Synod employee has the right to inspect and/or receive a copy of their personnel records. Certain documents may be excluded or redacted from his/her personnel file as provided by law. Any request to inspect and/or copy personnel records must be made in writing to his/her Supervisor or the Synod Executive or Director of Business Services. He/she can obtain a form for making such a written request from their Supervisor or the Synod Central Office.

A Synod employee may designate a representative to conduct the inspection of the record and/or receive a copy of the records. However, any designated representative must be authorized by employee in writing to inspect and/or receive a copy of the records. The Synod may take reasonable steps to verify the identity of any representative selected. The personnel records may be made available either at the place where employee works or at a mutually agreeable location. The records will be made available no later than 30 calendar days from the date the Synod receives the written request to inspect and/or copy of the personnel records.

If an employee has changes to their personal information, such as address, telephone number, marital status, emergency contact numbers, or changes in the number of dependents, they are to inform the Synod central office in writing as soon as possible. This will allow Synod to ensure that the employee's records and benefits are up-to-date.

Disclosure of personnel information to outside sources, other than a designated representative, will be limited. However, the Synod will cooperate with authorized law enforcement and/or local, state, or federal agencies conducting official investigations and as otherwise legally required.

8.11.5 Smoking: In accordance with existing laws and regulations, the Synod has adopted this nonsmoking policy, where smoking refers to both cigarettes and electronic cigarettes, including but not limited to vaping devices:

8.11.5.1 All buildings owned or leased by the Synod/presbytery shall be designated as nonsmoking areas. This includes offices, conference rooms, breakrooms, restrooms, reception areas, stairwells, elevators, and any area in which a fire or safety hazard exists.

8.11.5.2 Individuals who fail to abide by the provisions of this policy will be referred to their supervisors or the Synod Executive for disciplinary action.

8.11.5.3 Upon request, the Synod will provide a covered area outside the office building for smoking, within legal and city ordinance guidelines.

Chapter 12

Sexual Misconduct and Harassment Policy and Procedures

8.12.1 Definitions

We are committed to providing a work environment free of unlawful harassment, discrimination, retaliation or other disrespectful or otherwise unprofessional conduct. The Synod policy discourages conduct that is disrespectful and/or unprofessional, and prohibits harassment based on sex (including pregnancy, childbirth, breastfeeding or related medical conditions), race, religion (all aspects of religious beliefs, observance or practice, including religious dress or grooming practices), color, gender (including gender identity and gender expression), national origin (including language use and possession of a driver's license issued to persons unable to prove their presence in the United States is authorized under federal law), ancestry, physical or mental disability (including HIV and AIDS), legally protected medical condition (such as cancer and genetic characteristics), genetic information, marital status, registered domestic partner status, age (40 and over), sexual orientation, denial pregnancy disability leave, military or veteran status, protesting conduct relating to these categories, or any other basis protected by federal, state or local law. Harassment based on the perception that a person possesses any of these characteristics, or is associated with a person who possesses, or is perceived as possessing, any of these characteristics is also prohibited. All such conduct violates Synod policy.

All persons involved in the operation of the Synod, including supervisors and managers, commissioners to the Synod, others serving the Synod, as well as vendors, customers, independent contractors, and any other parties with whom you come into contact while working or serving the Synod must comply with this policy. The Synod specifically prohibits such persons from engaging in conduct violating the California Fair Employment and Housing Act or this policy. Applicants, employees, unpaid interns, volunteers, commissioners to the Synod, others serving the Synod, and independent contractors are all protected from harassment.

For the purposes of this policy, "others serving the Synod", includes but is not limited to the personnel of presbyteries, invited guests, and members of the PC(USA), as they serve with Synod committees, attend Synod assemblies, participate in other Synod meetings, and have contact with Synod employees and others serving the Synod.

The Synod is committed to equal opportunity employment. We make decisions based on employee qualifications and performance, not personal characteristics or association with any category protected by law.

8.12.2 Unlawful Harassment is Prohibited. Unlawful harassment and other disrespectful/unprofessional conduct may include, but are not limited to, the following behavior:

- 8.12.2.1** Verbal conduct such as epithets, derogatory jokes or comments, slurs or unwanted sexual advances, invitations or comments;
- 8.12.2.2** Visual conduct such as leering, sexual gestures, derogatory and/or sexually-oriented posters, photography, cartoons, drawings or gestures;
- 8.12.2.3** Physical conduct such as assault, unwanted touching, blocking normal movement or interfering with work;
- 8.12.2.4** Threats and/or demands to submit to sexual requests in order for an employee to keep their job, or to avoid some other loss, and offers of employment benefits in return for sexual favors;
- 8.12.2.5** Communication via electronic media of any type (e.g., emails, social network posts, texts and blogs), such as sexually-oriented pictures, suggestive or obscene letters, notes, or

invitations;

8.12.2.6 Retaliation for having reported or threatened to report harassment.

8.12.2.7 Note that sexual harassment does not need to be motivated by sexual desire to be unlawful or to violate this policy. For example, hostile acts toward an employee because of his/her gender can amount to sexual harassment, regardless of whether the treatment is motivated by sexual desire.

Harassment also includes behavior that is not sexual in motivation. Harassment is any repeated, unwanted, and inappropriate behavior. Harassment can consist of words or actions that demean, threaten, offend, annoy, or humiliate another person. This could include, but is not limited to, name-calling in private or public, or in electronic communications such as email or social media, offensive or demeaning social media posts, stalking, and mockery of another person's appearance, demeanor, gender, racial/ethnic identity, etc.

Teasing or humorous language that might appear offensive to an observer is characteristic of some relationships, but if the person who is being teased in this way finds that teasing offensive or demeaning, it has crossed the line into harassment. In these cases, the intention becomes irrelevant, and it is how the language is received that is crucial.

In certain situations, especially emotionally-charged situations, a person may use insulting or demeaning language. Ideally, this would lead to an apology, forgiveness, and reconciliation. However, when the insulting or demeaning language is repeated, it becomes harassment.

8.12.2.8 Child sexual abuse includes, but is not limited to, any sexual contact or interaction between a child and an adult; any use of a child for the sexual stimulation of an adult, any other third person, or the child. The behavior may or may not involve sexual touching. Such inappropriate behavior between a child and an adult is ALWAYS considered forced.

8.12.3 Unlawful Discrimination is Prohibited. The Synod prohibits unlawful discrimination against any job applicant, employee, person performing services for the Synod, or unpaid intern by any employee of the Synod, including supervisors and coworkers.

Pay discrimination as defined by the California Fair Pay Act and federal law is prohibited. Pay differentials may be valid in certain situations defined by law. Employees will not be retaliated against for inquiring about or discussing wages. However, The Synod is not obligated to disclose the wages of other employees.

8.12.4 Reasonable Accommodation. Discrimination can also include failing to reasonably accommodate religious practices or qualified individuals with disabilities where the accommodation does not pose an undue hardship.

The Synod will make reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual who is an applicant or an employee unless undue hardship would result. Any job applicant or employee who requires an accommodation to perform the essential functions of the job should contact the Synod Executive and discuss the need for an accommodation. The Synod will engage in an interactive process with the employee to identify possible accommodations, if any that will help the applicant or employee perform the job.

An applicant, employee or unpaid intern who requires an accommodation of a religious belief or

practice (including religious dress and grooming practices, such as religious clothing or hairstyles) should also contact the Synod Executive or the Chair of the Personnel Committee and discuss the need for an accommodation. If the accommodation is reasonable and will not impose an undue hardship, the Synod will make the accommodation.

8.12.5 Prevention

8.12.5.1 Prior to any work for this synod, all employees shall have their references checked, and, upon employment, sign SAM Appendix B in this manual, which includes their agreement to these misconduct, discrimination, and harassment policies. All volunteers will receive a volunteer packet including Chapter 11 and 12 of SAM, Workplace Sexual Misconduct and Harassment Policy & Procedures. They will return the signed acknowledgement page, agreeing to adhere to the policies.

8.12.5.2 If there is to be any kind of meeting with only 2 people, the door to the meeting room is to be open if there is not an uncovered window to that room.

8.12.5.3 Adults are to work in pairs when working with children and youth. Rooms are to have doors open if there are no uncovered windows. Transportation is not to be provided by an adult alone with one child or youth.

8.12.5.3.1 All persons working with minors are to have been church members or employees for at least six months. Fingerprinting is required prior to working with minors on a regular basis.

8.12.5.3.2 All reasonable precautions are to be taken so that Synod employees and volunteers shall know that this synod and its activities are places of safety.

8.12.6 Violations will not be Tolerated. Violations of this policy will not be tolerated. Anyone engaging in such activity is acting beyond the scope of any authority they may have from the Synod. Any supervisor who is made aware of a complaint of harassment, discrimination, retaliation, or other disrespectful/unprofessional conduct and fails to take action will be subject to corrective action, which may include termination.

8.12.7 Outside Resources for Employees. An employee or volunteer also has the right to notify the appropriate state or federal agency that resolves complaints of unlawful discrimination, including sexual harassment. To contact the agency, consult the local telephone directory under State Government Offices. To follow are addresses for the state agencies within our Synod.

California: Department of Fair Employment and Housing (DFEH)
2014 T Street, Suite 210
Sacramento CA 95814-6824
www.dfeh.ca.gov
800 884-1684

Idaho: Human Rights Commission
P.O. Box 83720
1109 Main Street, Suite 400
Boise ID 83720-0040

Oregon: Civil Rights Office

800 NE Oregon Street #32, Suite 1070
Portland OR 97232

Nevada: Nevada Equal Rights Commission (NERC)
1515 E Tropicana, Suite 590
Las Vegas NV 89119-6522

Washington: Washington State Human Rights Commission (WSHRC)
P.O. Box 42490
Olympia, WA 98504-2490

All employees: Equal Employment Opportunity Commission (EEOC)
www.eeoc.gov
800 669-4000

8.12.8 Reporting Procedures

- 8.12.8.1** If you feel that you have experienced or witnessed harassment, discrimination, retaliation, or other prohibited conduct, you are permitted to discuss it directly with the person(s) involved. You may tell the person that his/her conduct is unwelcome and that you want it to stop. If you are uncomfortable taking this action or the conduct does not cease after you have asked the person to stop, you should immediately report this to your supervisor or the Synod Executive. You are never required to report such conduct to your direct supervisor if you wish not to do so.
- 8.12.8.2** When reporting potential violations of this policy, please provide a written or oral complaint to the Synod Executive or the Chair of the Personnel Committee as soon as possible after the incident. Your complaint should include a description of the nature and frequency of the conduct at issue, the names of the offending person(s) involved, the names of all witnesses to the conduct, your response to the conduct, and/or any actions demonstrating to the offending person(s) that the conduct is unwelcome.
- 8.12.8.3** Any manager or supervisory employee who becomes aware of possible sexual or other unlawful harassment, discrimination or retaliation is required to report it immediately to the Synod Executive of the Synod.
- 8.12.8.4** No employee, commissioner, or person serving the Synod should feel they must tolerate an inappropriate or uncomfortable situation. The Synod will take your concerns seriously. The Synod encourages all employees to report any incidents of harassment or other prohibited conduct immediately so that complaints can be promptly resolved.

8.12.9 Investigating Complaints

Every complaint of harassment, discrimination, retaliation, or other prohibited conduct that is reported will be investigated impartially on a fair, timely and thorough basis by qualified personnel in as confidential a manner as possible. However, the Synod cannot promise complete confidentiality as the duty to investigate and take corrective action may require the disclosure of information. Investigations will be documented and tracked for reasonable progress and closed in a timely manner. The Synod will reach a reasonable conclusion based on evidence collected during the investigation. If an investigation determines that inappropriate and/or unlawful harassment, discrimination, retaliation, or other prohibited conduct has occurred, the Synod will take appropriate action that is in

line with the severity of the offense. Any employee determined by the Synod to be responsible for harassment, discrimination, retaliation, or other prohibited conduct will be subject to corrective action, up to and including termination of employment. Commissioners to the Synod and others serving with the Synod may be held accountable using the procedures of the Book of Order. In addition, appropriate action will be taken to prevent any future harassment or other prohibited conduct.

8.12.9.1 Personnel Administrative Committee Appointment and Authority Regarding Harassment and Discrimination Matters and Claims Process

- 8.12.9.1.1** The chairperson of the MPeC shall annually appoint one man and one woman who shall serve with the chairperson as a Personnel Administrative Committee to initiate a process for the response to an allegation of illegal harassment or discrimination or abuse of power. The names of the Personnel Administrative Committee members shall be reported to all Synod employees, volunteers, and commissioners with a copy of this section of the Personnel Policies and Procedures Manual.
- 8.12.9.1.2** Upon the receipt of an allegation of misconduct as defined above involving a Synod employee, volunteer, commissioner, or others serving the Synod, the Personnel Administrative Committee will immediately determine the appropriate referral for the complaint, in accordance with the Synod Personnel Policies and Procedures Manual, the *Book of Order* (D-10.0201) and the legal requirements of the state of jurisdiction.
- 8.12.9.1.3** Where applicable, the procedure preliminary to a disciplinary case is initiated by submitting to the stated clerk of the presbytery/synod having jurisdiction over the member (D-3.0101) a written statement of an alleged offense, together with any supporting information. The statement shall give a clear narrative and allege facts that, if proven true, corrective and remedial action would be taken. Such actions shall be referred to an investigating committee (D-10.0201) that will conduct a fair, timely, and thorough investigation that provides all parties due process and reaches reasonable conclusions based on the evidence collected.
- 8.12.9.1.4** The written statement of alleged offense may be submitted by:
 - 8.12.9.1.4.1** A person under jurisdiction of a council of the Presbyterian Church (U.S.A.)* making an accusation against another;
 - 8.12.9.1.4.2** A member of a council receiving information from any source that an offense may have occurred which should be investigated for the purpose of discipline; or
 - 8.12.9.1.4.3** A person under jurisdiction of a council of the Presbyterian Church (U.S.A.) coming forward in self-accusation.

* *Persons under jurisdiction include Minister of Word and Sacrament and members of Presbyterian Church (U.S.A.) congregations.*

- 8.12.9.1.5** Upon receipt of a statement of an alleged offense, the stated clerk of presbytery/synod, without undertaking further inquiry, shall then report to the council only that an offense has been alleged without naming the accused or the nature of the alleged offense and refer the statement immediately to an investigating committee.
- 8.12.9.1.6** If the allegation is against a person not under the jurisdiction of the Presbyterian Church (U.S.A.) and is, therefore, not subject to the *Rules of Discipline*, the Personnel Administrative Committee shall immediately convene an Investigative Committee to initiate the process described hereinafter.
- 8.12.9.1.7** The Personnel Administrative Committee may determine, either upon its own initiative, or upon the recommendation of the Synod Executive, that a person or the persons involved in the allegations should be temporarily relieved of all duties and responsibilities and placed on paid leave until the matter is resolved. Notice of that action shall be given in writing and is effective upon receipt.

8.12.10 Investigative Team

- 8.12.10.1** An Investigative Team, appointed by the Personnel Administrative Committee, shall be composed of three persons who have agreed to serve in this capacity and who have had training for the duties and responsibilities necessary for the completion of their tasks (D-10.0200). Each team of three persons shall include at least one man and one woman and one ruling elder and one Minister of Word and Sacrament.
- 8.12.10.2** Within thirty days from the time of its appointment, or as soon as expediently as possible based on availability of the persons involved, the Investigative Team shall complete the following responsibilities:
 - 8.12.10.2.1** Inquire into the facts related to the allegation by interviewing all persons named therein, other witnesses whose observations are pertinent and by such other means as they determine are appropriate.
 - 8.12.10.2.2** Gather all pertinent written evidence, such as emails, notes, pictures, etc., and review all relevant Synod policies, personnel and desk files, and any other information relevant to the matter.
 - 8.12.10.2.3** Keep a careful record of the matters that are reported to them in writing or orally, carefully observing the privacy and confidentiality of all persons and documenting information that they receive without prejudice insofar as possible. Dates, times and locations of all meetings of inquiry shall be included in the written record.
 - 8.12.10.2.4** Evaluate the evidence and facts, and decide whether misconduct occurred or not, or whether there is not enough evidence to decide either way. Proceed with further action based on information or circumstances sufficient for a prudent person to believe remedial or disciplinary relief is required.
 - 8.12.10.2.5** Complete its review by taking action to:

- Document findings
- Take action
- If misconduct occurred, determine the level of discipline appropriate for the misconduct.
- If misconduct did not occur, determine whether the accused employee's behavior and/or the complaining employee's conduct warrants counseling or warning; or whether the complaint was false. Report that conclusion to the administrative committee.
- If the findings are inconclusive, inform the complaining party and the accused employee that the findings are inconclusive and that the matter has been closed.
- Notify the complainant and the accused that the allegations involving a Minister of Word and Sacrament, or a member of a Presbyterian Church (U.S.A.) congregation, are being forwarded to the Stated Clerk or Clerk of the council to initiate remedial or disciplinary process under the requirements of the *Rules of Discipline*.

8.12.11 Disciplinary Review by the Mission Personnel Committee

- 8.12.11.1** Immediately after receipt of findings and recommendations from the Investigative Team, the Personnel Administrative Committee shall convene the Mission Personnel Committee to hear the report and resolve the matter or appoint three members of the committee to hear the matter and bring a recommendation to the Mission Personnel Committee. Completion of the process by either course of action should take place in a maximum of thirty days.
- 8.12.11.2** If redress of a grievance or resolution of the allegations appears to require additional process, the Personnel Administrative Committee may, with the mutual consent of the parties involved, refer the matter to mediation by qualified persons who are not members of the Mission Personnel Committee. The mediation shall be conducted in accordance with the Synod Mediation Policy.

8.12.12 Liaison Team

- 8.12.12.1** A Liaison Team shall be composed of three persons who have agreed to serve in this capacity and who have had training for the duties and responsibilities necessary for the completion of their tasks. Each team of three persons shall include at least one man and one woman with at least one being a Minister of Word and Sacrament and one a ruling elder.
- 8.12.12.2** It shall be the responsibility of the liaison team to:
- 8.12.12.2.1** Immediately make contact with the persons involved in the matter, and other persons in the administrative unit as may be appropriate, for the purpose of keeping these parties informed of the initiation of the complaint, consistent with the rights of privacy and confidentiality.
 - 8.12.12.2.2** Maintain an unbiased relationship with the parties involved, keeping them informed of the schedule and reportable activities of the Personnel Administrative Committee, the Investigative Team, or any other committee or commission appointed by a council.

8.12.13 Grievance Procedure for Matters other than Harassment and/or Discrimination

A complaint of grievance is an alleged violation of the Synod Personnel Policies and Procedures which sets forth procedures for the implementation of that policy, or any employment-related concern. When a staff person believes such a violation has occurred, the following steps are to be taken and a careful record made of those steps.

8.12.13.1 Preliminary Complaint Procedure

- 8.12.13.1.1** Prior to filing a written grievance, the employee must discuss the matter with his/her immediate supervisor. If the complaint is against his/her supervisor, then the employee must discuss the matter with his/her presbytery executive or Synod executive. If the complaint is against the presbytery executive or Synod executive, then the employee must discuss the matter with the chair of his/her presbytery personnel committee (in the case of central office staff, with the chair of the Synod MPeC). If the employee is not satisfied with his/her supervisor's response, he/she should bring the matter, in writing, to the executive of that presbytery or central office. The executive (or personnel committee chair) will seek to resolve the issue in consultation with all parties involved. It is encouraged that grievances be resolved through informal process whenever possible.
- 8.12.13.1.2** The Synod Executive will participate in all grievance procedures for elected and appointed staff. If the grievance is against the Synod Executive, the chair of the MPeC will oversee the grievance procedures.
- 8.12.13.1.3** Synod policy and state laws forbid retaliation against any employee who files a complaint, testifies, assists, or participates in any manner in an investigation, proceeding or hearing conducted by the Synod or the Equal Employment Opportunity Commission or comparable state agency. Retaliation includes refusal to hire/rehire, increased scrutiny by supervisor, denial of promotion, undeserved, negative reviews, written disciplinary action, demotion, ostracism, and termination. The Synod will not knowingly tolerate or permit retaliation by any other employee of the Synod.

8.12.13.2 Formal Grievance Procedure

When informal efforts to resolve a grievance have failed, a formal grievance may be submitted as follows:

- 8.12.13.2.1** If the matter is not satisfactorily resolved informally, the staff person, his/her supervisor and the presbytery executive shall forward to the Synod executive a written report of the grievance and any remediable efforts that have been undertaken and other material to assist in the prompt redress of the grievance. The Synod executive shall consult with the parties and respond in writing to all parties involved within fourteen days of the receipt of the appealed grievance. If the response satisfactorily resolves the grievance, all documentation shall be filed in the employees' files in the Synod office and a copy retained in the originating presbytery office.

8.12.13.2.2 If the conclusions of the Synod Executive are not acceptable to the parties named in the grievance, the employee shall request in writing a review of the matter by the entire Synod MPeC in consultation with the personnel committee of the presbytery. If the response satisfactorily resolves the grievance, all original documentation shall be filed with the Synod personnel records and a copy placed in the presbytery personnel records. Decisions of the MPeC, in consultation with the presbytery personnel committee, will be final and binding upon all persons concerned in the grievance, subject to Section G-3.0110 of the *Book of Order*.

8.12.13.2.3 If the grievance is against the Synod Executive, the employee, his/her supervisor, and the presbytery executive shall forward the written report of the grievance and any remediable efforts directly to the chair of the MPeC. The committee chair shall review the matter with the two other members of the Investigative Team, consult with all the parties and respond in writing to all parties involved within fourteen days of the receipt of the appealed grievance. If the response satisfactorily resolves the grievance, all documentation shall be filed in the employees' personnel files in the Synod office.

If the conclusions of the MPeC chair are not acceptable to the parties named in the grievance, the employee shall request in writing a review of the matter by the entire MPeC. If the response satisfactorily resolves the grievance, all documentation shall be filed in the Synod office.

8.12.13.2.4 The MPeC may hear grievances (as outlined above) and appoint a response team of three persons or submit the matter to mediation with an outside agent. The decision of the Synod MPeC shall be given promptly in writing and no later than ten days after the conclusion of a mediation process. The decision is final and will be binding upon all persons concerned in the grievance subject to Section G-3.0110 of the *Book of Order*.

Chapter 13

Separation of Employment

8.13.1 Separation

8.13.1.1 In consultation with the applicable council personnel committee, the Synod shall have the right to terminate a call and/or employment of a Synod staff member in compliance with the *Book of Order*, the applicable Executive and Administrative Services Agreement and applicable federal or state laws and regulations. In addition, the Synod, in consultation with the appropriate council personnel committee, maintains an *at-will* employment relationship and shall have the right to terminate the employment of non-exempt appointed staff, with or without cause and in compliance with applicable federal, state, and local laws and regulations.

8.13.1.2 Terminations may occur for many reasons, including voluntary resignation, reduction in force or position elimination, retirement, and dismissal. All decisions regarding termination of employment will be made without discrimination on the basis of race, color, national origin, sex, age, marital status, sexual orientation, disability, or religious

affiliation, subject to the stipulations previously set forth in this manual regarding requirements for membership in the Presbyterian Church (U.S.A.).

- 8.13.1.3** Every employee will be asked to participate in an exit interview with his or her supervisor and/or member from the personnel committee. The interview is voluntary but gives the employee a chance to express any thoughts or comments s/he cares to make about his/her employment with the Synod.

8.13.2 Resignation

For voluntary resignation of called/elected staff, the Synod requests at least one month's written notice to the Synod Executive. The Synod Executive will then notify the MPeC and/or the personnel committee of the presbytery. For appointed staff, Synod requests at least two week's written notice to the immediate supervisor. The supervisor will then notify the Synod Executive. The cash equivalent of unused earned Paid Leave Benefit Days at the official date of separation will be paid in full.

8.13.3 Reduction in Force or Alteration of Staff Design

- 8.13.3.1** Separation of called/elected staff because of the discontinuance of a position due to retrenchment in budget, substantial changes in position that require different skills and aptitudes, or other circumstances is at the discretion of the responsible presbytery personnel committee in consultation with the MPeC. Written notice up to six months in advance of such separation typically will come from the Synod Executive upon the instructions of the MPeC. Called/elected severance pay will be determined by the presbytery in consultation with the Synod, on a case-by-case basis.
- 8.13.3.2** Separation of appointed staff for similar reasons is at the discretion of the responsible presbytery and/or MPeC. Written notice up to three months in advance of such separation typically will come from the unit supervisor upon the instructions of the presbytery personnel committee.
- 8.13.3.3** Appointed staff employees who are terminated due to a reduction of force or alteration of staff design will receive severance pay based on years of service, contingent upon a signed release. Severance pay is generally as follows:

<i>Years of Service</i>	<i>& Less Than</i>	<i>Compensation</i>
-	1 Year	Two Weeks
1 Year	5 Years	One Month
5 Years	10 Years	Two Months
10 Years	20 Years	Three Months
20 Years or More	-	Four Months

- 8.13.3.4** Each separated employee is eligible for personal assistance, career planning guidance and help in locating employment elsewhere. These services will be provided on an individual, group or consultative basis upon the recommendation of the supervisor and the presbytery personnel committee; and approved by the Synod Executive. Additionally, if the separated employee was receiving medical benefits from the Synod, these benefits will be continued for two months from date of separation, unless other arrangements are agreed upon by the employee, his/her supervisor and the personnel committee and the Synod Executive.

- 8.13.3.5** Should the employee being terminated, due to a reduction of force or alteration of staff design, leave prior to the separation date she/he will only be paid up through the date worked, and in some circumstances she/he may be eligible to receive applicable severance pay. Employees will receive cash payment of unused Paid Leave Benefit Days. Applicable medical benefits may be covered for up to two months from last date worked.

8.13.4 Dismissal

- 8.13.4.1** Dismissal of any Synod appointed staff member may take place by written notice from the Synod Executive and/or Presbytery Executive, if applicable, after consultation with the appropriate presbytery personnel committee and Synod Executive.

- 8.13.4.2** Notice may be given, or pay in lieu of notice, of one month for called/elected staff persons, or two weeks for appointed staff persons. Generally, no severance allowance will be paid, but persons who are dismissed will receive the cash equivalent of their unused earned paid benefit leave days at the time of their separation. Termination of called/elected staff persons shall proceed as follows:

The relationship between executives or other administrative staff of presbyteries and synods and their respective councils may be dissolved by majority vote of the electing council on request of the staff member or on recommendation of a special committee or commission of the electing council. When the committee or commission has decided to prepare a recommendation to terminate, it shall notify the person in writing, stating the reasons for proposing to terminate, and offering the staff member an opportunity to resign or to request a hearing before the recommendations are adopted and reported by the committee or commission to the council for action. The hearing shall be one in which the staff person may appear personally with counsel (D-7.0301, D-11.0301) to respond to the findings of the committee or commission and present reasons and evidence why the relationship should not be terminated. The hearing shall afford safeguards as in cases of process, following the rules of evidence in the Rules of Discipline, (D-14.0000). A record shall be made of the hearing, which shall become a part of the record filed under D-6.0304 in the event of a judicial complaint following the final action of the council.

- 8.13.4.3** Discharge of any employee is always an important decision and is usually only undertaken when corrective action has proven ineffective, unless the employee's conduct is such as to preclude further employment.

Chapter 14 Confidentiality

8.14.1 Nature of the Synod's Business

- 8.14.1.1** It is the policy of the Synod that the business affairs of the Synod should be discussed with no one outside the organization, except when authorized and required in the normal course of business. In the course of an employee's work, an employee may have access to confidential information about the Synod's business activities, presbytery or church information, or information about current or former employees, all of which must be held in strictest confidence. This information must not be revealed to anyone, even friends or relatives, and unauthorized disclosure may subject the employee to discipline, up to and including termination.

- 8.14.1.2** Nothing contained in this policy is intended to prohibit the disclosure to outsiders of information about the Synod that is routinely made available to the public by advertisement or otherwise.

8.14.2 Shared Information

- 8.14.2.1** In the course of the workday, an employee may routinely share information and work equipment or supplies with co-workers. When an employee is absent from work or away from his/her work area, it is sometimes necessary for another employee to locate supplies, information, or documents in the work area or on the computer. Each employee must ensure that his/her supervisor has the current password to voicemail, PC network, and email as well as duplicate keys, if any, to his/her desk and file cabinets. No employee should have personal locks on desks or cabinets that other employees cannot access.
- 8.14.2.2** Each employee must ensure that documents and files on his/her PC are stored in accordance with the Synod policies so they are easy to locate when the employee is unavailable. Nothing should be stored in an employee's desk, work area or PC that, if seen by someone else, would cause an employee embarrassment, offense, or distress.
- 8.14.2.3** In order to ensure Synod security and employee professionalism, the Synod reserves the right to inspect an employee's work areas, including their computer, phone voice mail and workstation. Employees should not assume privacy of their work areas or electronic systems.
- 8.14.2.4** Friends and relatives who call and leave phone messages, or persons who may leave e-mail messages, should be informed that their messages may be heard or seen by other individuals.
- 8.14.2.5** This policy is necessary to allow Synod business to be conducted efficiently and to allow the Synod to investigate any matters of concern.

Chapter 15

Electronic Communication and Equipment Use Policy

- 8.15.1 Computer Use:** The computers and computer accounts given to employees are to assist them in the performance of their jobs. Employees should not have an expectation of privacy in anything they create, store, send, or receive on the computer system. The computer system belongs to the Synod of the Pacific (Synod) and is intended for business purposes. The Synod has the right to monitor any and all of the aspects of its computer system, including but not limited to sites visited by employees on the internet, reviewing material downloaded from or uploaded to the internet by employees, and reviewing e-mail sent and received by employees.
- 8.15.2 Laptop Use:** The Synod provides laptops for use during off-site meetings and/or working remotely. Employee use of synod-owned laptop computers is limited to official synod business. Employees are not authorized to alter the laptop or its software in any way. Further, since the laptop computer remains at all times a synod asset, employees may not expect that its contents will be kept private.
- 8.15.3 Internet Use:** Most Synod employees will be provided with access to the internet to assist them in performing their jobs. The internet can be a valuable source of information and research. In addition, e-mail can provide an excellent means of communicating. Use of the internet, however, must be

tempered with common sense and good judgment. An employee who abuses his/her right to use the internet may be subject to disciplinary action, including possible termination and civil and criminal liability.

- 8.15.4 Social Media:** Social media includes all means of communicating or posting information or contents of any sort on the internet, whether or not affiliated with the Synod, as well as any other form of electronic communication. Use of social media can present risks and carries with it responsibilities. The same laws, professional expectations, and behavioral standards apply equally to online conduct as to in-person conduct. Employees are liable for anything they post to social media sites and should always remember that their online behavior is a representation and a reflection of the Synod and the Synod's values.
- 8.15.5** The Synod is not responsible for material viewed or downloaded by users from the internet, nor is it responsible for the consequences of viewing such material. The internet is a worldwide global communication network of computers that can connect to over a billion websites. Users are cautioned that many of these websites include offensive, sexually explicit and inappropriate material. Even innocuous search requests may lead to sites with highly offensive content. In addition, having an e-mail address on the internet may lead to receipt of unsolicited e-mail containing offensive content. Users accessing the internet do so at their own risk. In the event an employee nonetheless encounters inappropriate or sexually explicit material while browsing on the internet, he/she must immediately exit the site, regardless of whether the site was subject to synod/presbytery blocking software.
- 8.15.6** Employees must not deliberately perform acts that waste or unfairly monopolize computer and equipment resources. These acts include, but are not limited to, engaging in extracurricular or personal activities on the internet during work time, printing unnecessary copies of documents and otherwise creating unnecessary network traffic.
- 8.15.7 Prohibited Activities**
- 8.15.7.1** Material that is fraudulent, harassing, embarrassing, sexually explicit, profane, obscene, intimidating, defamatory, or otherwise unlawful, inappropriate, offensive (including offensive material concerning sex, race, color, national origin, religion, age, disability, or other characteristic protected by law), or in violation of the Synod's professional conduct policy, equal employment opportunity policy and its policies against sexual or other harassment may not be created, transmitted, downloaded from the internet, displayed or stored in Synod computers. Employees encountering or receiving this kind of material should immediately report the incident to their supervisor. The Synod's professional conduct policy, equal employment opportunity policy and its policies against sexual or other harassment apply fully to the use of the internet, and any violation of those policies is grounds for discipline up to and including discharge.
- 8.15.7.2** Employees may not illegally copy material protected under copyright law or make that material available to others for copying. Employees are responsible for complying with copyright law and applicable licenses that may apply to software, files, graphics, documents, messages, and other material they wish to download or copy.
- 8.15.7.3** Employees may not post confidential or proprietary information about the Synod, co-workers, or others in the Synod community. Employees must adhere to all applicable company privacy and confidentiality policies. Posting of internal reports, policies, procedures, or other business-related, confidential communications is prohibited.

- 8.15.7.4** Employees must remain cautious of corrupt hardware and software that may put Synod computers and system in jeopardy of exposure or malfunction. Files obtained from sources outside the Synod, including disks brought from home; files downloaded from the Internet, newsgroups, bulletin boards, or other online services; files attached to e-mail; and files provided by others may contain dangerous computer viruses that may damage the Synod's computer network. Employees should never download files from the Internet, accept e-mail attachments from unfamiliar sources, or use hardware from non-Synod sources without first scanning the material with anti-virus software. Shareware, freeware, downloadable games, and downloadable screensavers are prohibited on office equipment.
- 8.15.7.5** Without the express permission of their supervisors, employees may not send unsolicited e-mail to persons with whom they do not have a prior relationship.
- 8.15.7.6** Employees may not use a Synod email address to register on social networks, blogs, or other online tools utilized for personal use. Employees also may not create a link from his/her personal blog, website, or other social networking site to the Synod website. Unless an employee is a Presbytery or Synod executive and has received approval from the Synod, said employee should not represent him/herself as a spokesperson for the Synod, and should be clear that any content posted on social media sites does not necessarily represent the views of the Synod and fellow associates.
- 8.15.7.7** Retaliation is prohibited. The Synod of the Pacific prohibits taking negative action against any employee for reporting a possible deviation from this policy or for cooperating in an investigation. Any employee who retaliates against another employee or associate for reporting a possible deviation from this policy or for cooperating in an investigation will be subject to disciplinary action, up to and including termination.

8.15.8 Amendments and Revisions

- 8.15.8.1** This communication and equipment policy may be amended or revised from time to time as the need arises. Users will be provided with copies of all amendments and revisions. Violations of this policy will be taken seriously and may result in disciplinary action, including possible termination and civil and criminal liability.

Chapter 16 Workplace Violence Policy

- 8.16.1 Workplace Violence Policy:** All employees, commissioners, and others serving the Synod should review and understand all provisions of this workplace violence policy to ensure a safe workplace and to reduce the risk of violence.

For the purposes of this policy, "others serving the Synod" includes but is not limited to the personnel of presbyteries, invited guests, and other members of the PC(USA), as they serve with Synod committees, attend Synod assemblies, participate in other Synod meetings, and have contact with Synod employees and others serving the Synod.

- 8.16.2 Prohibited Conduct:** The Synod does not tolerate any type of workplace violence committed by or

against employees, commissioners, or others serving the Synod. Employees, commissioners, or others serving the Synod are prohibited from making threats or engaging in violent activities. This list of behaviors, while not inclusive, provides examples of conduct that is prohibited.

8.16.2.1 Causing physical injury to another person;

8.16.2.2 Making threatening remarks;

8.16.2.3 Aggressive or hostile behavior that creates a reasonable fear of injury to another person or subjects another individual to emotional distress;

8.16.2.4 Intentionally damaging employer property or property of another employee commissioner, or another serving the Synod;

8.16.2.5 Possession of a weapon while on Synod/presbytery property or while on Synod/presbytery business;

8.16.2.6 Committing acts motivated by, or related to, sexual harassment or domestic violence.

8.16.3 Reporting Procedures: Any potentially dangerous situations must be reported immediately to a supervisor or the Synod Executive. Reports can be made anonymously and all reported incidents will be investigated. Reports or incidents warranting confidentiality will be handled appropriately and information will be disclosed to others only on a need-to-know basis. All parties involved in a situation will be counseled and the results of investigations will be discussed with them. The Synod will actively intervene at any indication of a possibly hostile or violent situation.

8.16.4 Risk Reduction Measures

8.16.4.1 Hiring: The Synod takes reasonable measures to conduct background investigations to review candidates' backgrounds and reduce the risk of hiring individuals with a history of violent behavior.

8.16.4.2 Individual Situations: While employees, commissioners, or others serving the Synod are not expected to be skilled at identifying potentially dangerous persons, employees, commissioners, or others serving the Synod are expected to exercise good judgment and to inform the Supervisor or Management if any employee exhibits behavior that could be a sign of potentially dangerous situations. Such behavior includes:

8.16.4.2.1 Discussing weapons or bringing them to the workplace or Synod gatherings;

8.16.4.2.2 Displaying overt signs of extreme stress, resentment, hostility, or anger;

8.16.4.2.3 Making threatening remarks;

8.16.4.2.4 Sudden or significant deterioration of performance;

8.16.4.2.5 Displaying irrational or inappropriate behavior.

8.16.5 Dangerous/Emergency Situations: Employees, commissioners, or others serving the Synod who confront or encounter an armed or dangerous person should not attempt to challenge or disarm the individual. Employees, commissioners, or others serving the Synod should remain calm, make

constant eye contact, and talk to the individual, or remove themselves from possible threatening or harmful situations by leaving the area when possible. If a supervisor can be safely notified of the need for assistance without endangering the safety of the employee or others, such notice should be given. Otherwise, cooperate and follow the instructions given.

- 8.16.6 Enforcement:** Threats, threatening conduct, or any other acts of aggression or violence in the workplace will not be tolerated. Any employee determined to have committed such acts will be subject to disciplinary action, up to and including termination. Non-employees engaged in violent acts on the employer's premises will be reported to the proper authorities and fully prosecuted.

Chapter 17

Drug and Alcohol Policy

- 8.17.1** Being under the influence of any drug or alcoholic beverage on the job poses serious risks to employee health and safety and is prohibited in the workplace. Therefore, the Synod is committed to providing a work environment free of the use of alcohol and the illegal use of drugs or any drug that can impair an employee's performance or safety. Employees are expected to be in suitable condition to satisfactorily and safely perform their jobs. All employees are expected to conscientiously follow this policy and to demonstrate a responsible attitude toward the use of alcohol and drugs. Alcoholic beverages or other drugs cannot be brought onto Synod-owned or leased premises or presbytery offices in which Synod employees work, or consumed there at any time, except as medically necessary or as approved in accordance with a defined Synod function. Drinking alcoholic beverages or using drugs, other than for medical reasons, during work hours or breaks is not allowed, whether on or off Synod/presbytery property. An employee reporting for work visibly impaired is unable to properly perform his/her duties and will not be allowed to work.
- 8.17.2** If wine or other alcoholic beverages are provided at a Synod or presbytery-related event, these beverages will normally be served after 5:00 p.m. and usually not at the office. It is expected that Synod employees will drink in moderation and conduct themselves in a professional manner. This includes the utilization of designated drivers when appropriate.
- 8.17.3** The sale, purchase, transfer, use or possession of illegal or non-prescribed drugs, the misuse of prescribed legal drugs, and the knowing involvement in such activity is prohibited.
- 8.17.4** If you are on a medically prescribed medication that may adversely affect your job performance, your safety or the safety of your co-workers, it is your responsibility to advise your Supervisor of that fact before you report to work.
- 8.17.5** If an employee appears to be under the influence of drugs or alcohol, the Synod reserves the right to ask or require the employee to submit to testing procedures designed to detect the presence of drugs and/or alcohol. If an employee violates this policy or does not cooperate with any requested test, he/she may be subject to corrective action, including termination.
- 8.17.6** Seeking assistance for a drug or alcohol addiction problem will not jeopardize an employee's retention. However, reoccurrence or continued problems with performance, unexcused attendance, and inappropriate workplace behavior will result in disciplinary action, including termination.
- 8.17.7** This policy is not intended to restrict the immediate notification of police or other appropriate authorities when the situation demands their immediate intervention. In circumstances when a

person's behavior requires that a person be restrained or removed from Synod premises, the supervisor should contact the local authorities.

Chapter 18

Conflict of Interest; Policy Suspension

8.18.1 Employee Conflict of Interest Policy

- 8.18.1.1** Generally, no employee shall accept any gift, gratuity, grant, service or any special favor from any person or persons, agents or businesses that provide or receive goods and services or seek to provide goods or services to or from Synod of the Pacific entities. However, minor courtesies such as luncheons, dinners, and similar arrangements in connection with business decisions may be received.
- 8.18.1.2** In addition, if any employee is called upon to participate in a decision in which the interests of the employer conflict with his or her personal interests, the employee shall abstain from participating in the decision.
- 8.18.1.3** Employees who hold other paid positions shall ensure that such outside employment will not interfere with the performance of their duties or produce a conflict of interest in the pursuit of those duties. Any questions regarding this shall be reviewed with the supervisor.
- 8.18.1.4** All employees shall avoid even the appearance of conflict of interest, special interest, or any other inappropriate conduct. If an employee discovers that he/she may be in a position of conflict of interest, he/she shall immediately report this conflict to his/her supervisor.
- 8.18.1.5** Supervisors who discover that someone under their supervision may be in a position of conflict of interest shall report this conflict to the Synod Executive immediately.
- 8.18.1.6** All employees are to sign and acknowledge that they have read the **Conflict of Interest Policy** (see **SAM Appendix A**).

8.18.2 Policy Suspension and Amendment

- 8.18.2.1** Upon recommendation of the Mission Personnel Committee by a three-fourths vote, these personnel policies and procedures may be suspended by the Synod of the Pacific at any stated meeting by a similar vote.
- 8.18.2.2** This policy may be amended by the Synod at any stated meeting, by a three-fourths vote of its eligible commissioners, provided that the full text of the amendment has been circulated to the Synod commissioners together with the call for the meeting; or may be amended at a meeting called for the purpose of making such amendments.

Chapter 19

Anti-Racism Policy

8.19.1 Employee Anti-Racism Policy

8.19.1.1 Introduction. Our church-wide antiracism policy affirms: “Because of our biblical understanding of who God is and what God intends for humanity, the PC(USA) must stand against, speak against, and work against racism. Antiracist effort is not optional for Christians. It is an essential aspect of Christian discipleship, without which we fail to proclaim the Good News of Jesus Christ.”

This policy is intended to create organizational accountability around racism; anti-racism; and diversity, equity, and inclusion (DEI).

Our Synod has robust harassment and misconduct policies and disciplinary procedures in our Synod Administrative Manual (SAM), as does the Book of Order, all of which may be employed to address any claims of harassment or misconduct (including racist conduct) by Synod employees, commissioners to the Synod, unpaid interns, volunteers, independent contractors, and others serving the Synod. Those in the PC(USA) interacting with the Synod are expected to not engage in racist behavior and uphold the work of anti-racism.

The Synod expects its presbyteries to adopt anti-racism policies and welcomes the adoption or modification of this policy for their use. The Synod also expects the organizations it supports, inside and outside of the PC(USA), via funding, administrative work, consultation, and other services to be engaged in combatting racism and implementing organizational policies to do so.

This policy may only be modified or rescinded by the Synod Assembly. Suggestions for additions, deletions, revisions, and other modifications are always welcome and, outside of the Assembly in session, should be sent to the Stated Clerk for future action by the Assembly.

8.19.1.2 Anti-Racism. In the ministry and work of the Synod of the Pacific, anti-racism is the work of opposing racism with our actions and words. Anti-racism involves consistently identifying racist behavior and the structures of racism and then addressing and dismantling them. Anti-racism is the commitment to fighting and opposing racism wherever and whenever it is found. Engaging in anti-racism work does not always need to be or viewed as confrontational, hostile, or punitive, but can serve to further conversations, explorations, and awareness of the role of race in our lives, society, and world.

8.19.1.2 What is Racism? Unlike “harassment” or “discrimination” there is no legal definition of racism or anti-racism and so the definitions and language in this policy reflect our commitments and understandings. Our overarching goal with these definitions is to ensure that our Synod – as a workplace and a ministry – models respect, civility and common decency, and that employees, commissioners, volunteers, independent contractors, others serving the Synod, and those who interact with the Synod understand this policy.

We acknowledge that racism can be unconscious, implicit, or unintentional, and that identifying racism as an issue does not automatically mean those involved in an act of

racism are racist or that they intended to have a negative impact. As an anti-racist organization, we seek to purposefully identify, discuss, and challenge issues of equity, diversity, inclusion, and racism and the effects they have on employees, commissioners, the organization, others serving the Synod, and the wider community.

Racist conduct is often compounded by other forms of discrimination (for example, discrimination based on gender or disability), and this policy acknowledges the importance of taking the intersectionality of racism and other forms of discrimination and bias into account in programs aimed at eliminating racial discrimination, harassment, and/or vilification.

Our definition is set out below; use it to guide your understanding of what is considered racist behavior and what is not, as well as what it means to be anti-racist.

8.19.1.2 Racism Definition. Racism is a system of privilege, inequality, and oppression based on perceived categorical differences, value assigned to those differences, and rewards and punishments based on the assigned differences.

Racism involves one group having the power to carry out systematic discrimination through the institutional policies and practices of the society and by shaping the cultural beliefs and values that support those racist policies and practices.

Racism is the unequal treatment or vilification, passive or active, intentional or not, based on the color of someone's skin or perceived racial origin. It may be verbal, non-verbal, written or physical, and it may overlap with Protected Class harassment or discrimination.

Racism can include victimizing, rudely embarrassing, intimidating or threatening a person, regardless of intent and regardless of the seniority of the people involved.

8.19.1.2 Racist Behavior. Racist behavior includes epithets, slurs, microaggressions (defined as comments or actions that subtly and often unconsciously or unintentionally express a prejudiced attitude toward a member of a marginalized group), jokes, pranks or other forms of negative stereotyping, as well as threatening, intimidating or hostile acts directed at or concerning any individual or group of people, present or not, or that of the individual's relatives, friends or associates, based on that individual's or group's race. It also includes display or circulation of written, graphic, or recorded material that denigrates or shows hostility or aversion based on someone's actual or assumed race, such as derogatory posters, cartoons, drawings, e-mail, computer screen backgrounds, audio recordings, videos, graffiti, or photographs.

8.19.1.2 What Racism Is Not. The following list is not comprehensive but reflects our understanding of what racism usually is not: personality conflicts, voicing opinions or views about the Synod or workplace, differences in approaching work or interacting with others (e.g. preferences for fast-paced group brainstorming versus individual work in solitary spaces), and engagement in disciplinary measures conducted in accordance with our policies.

TITLE 9

FUNDS AND FUND ADMINISTRATION

Chapter 1

Unrestricted Reserves Policy

- 9.1.1** The Synod shall maintain a balance in Unrestricted Reserves to provide for unanticipated expenses, excess expenses over budget, or a shortfall in budgeted revenue.
- 9.1.2** The minimum amount maintained by the Synod in Unrestricted Reserves shall be equal to three months of the current annual overall budget.
- 9.1.3** The maximum amount maintained by the Synod in Unrestricted Reserves shall be equal to nine months of the current annual overall budget.
- 9.1.4** Funds in excess of the maximum Unrestricted Reserve amount may be used for mission projects and/or emerging need within the Synod.
- 9.1.5** Any decision to use part or all of the excess Unrestricted Reserves or to modify this policy shall be by vote of the Synod commissioners on a joint proposal made by the Mission Finance Committee and the Mission Partnership Committee.

Chapter 2

Investment and Managing of Synod Funds

- 9.2.1** The purpose of this policy is to clearly define the guidelines and procedures by which funds of the Synod of the Pacific (the Synod) are to be invested and managed. This policy is to be reviewed and approved by the Synod commissioners (Board) whenever modified.

- 9.2.2** The Synod invests money from three sources:

Custodial & Mission Development Certificate (MDC) deposits from churches/organizations:

- These funds that are not loaned out to churches can only be invested in Cash Equivalents, for liquidity and minimal risk.

Synod Unrestricted Reserves:

- These are the funds owned by the Synod, not needed for immediate operating costs and are not designated or donor-restricted.

Donations and Endowments:

- Occasionally the Synod receives donations with restrictions. These funds would be invested based on the instructions of the donor.

- 9.2.3 Allocation of Reserve Investments**

In order to limit risk while maximizing potential returns, unrestricted reserve investments should be allocated in a diversified portfolio composed of equity and fixed income assets. The exception to this would be funds expected to be held for a relatively short time that serve as reserves for operating needs or are restricted in use. Such funds should be invested in Cash Equivalents to maintain needed

liquidity. All other funds, including endowments, should be invested in a portfolio with the following asset class mix:

U.S. Equities	50%
International Equities	10%
Fixed Income/Cash Equivalents	40%

To provide for changing market conditions, a range of +/- 10% in each asset class is acceptable. For example, Fixed Income/Cash Equivalents could range from 30% to 50% and still be in compliance with the policy.

9.2.4 Investment Objectives

The basic investment objective of the Synod Reserves Investment is to maximize the total return on investments within acceptable limits of risk. The goal is to achieve a total return that will maintain the real value of the benefits provided throughout diverse economic and market conditions.

The Director of Business Services and Mission Finance Committee of the Synod, through its asset allocation strategy, and with appropriate consultation with the Synod Executive, will seek to achieve an appropriate annual real return (total return less an inflation factor such as the Consumer Price Index).

9.2.5 Acceptable Investments

The following investment vehicles are acceptable for investing current unrestricted and restricted operating funds. Unless otherwise approved by the Finance Committee, all other investment alternatives are prohibited.

Cash Equivalents (rated A1/P1 or better by S&P/Moody's or backed by the U.S. Government):

- Banker's Acceptance Notes
- Commercial Paper
- Certificates of Deposit
- Treasury Bills
- Money Markey Funds

Fixed Income Securities (rated AA/Aa or better by S&P/Moody's or backed by the U.S. Government):

- Treasury Notes and Bonds
- Corporate Notes and Bonds
- Mutual Funds (fixed income)

Equities:

- U.S. Mutual Funds (equity)
- International Mutual Funds (equity)
- Indexed Equity Funds

9.2.6 Process for Investing

The Director of Business Services (DBS) may invest funds in any of the above vehicles under Acceptable Investments in accordance with the guidelines set forth in the Allocation of Investments. Length of time of the investment should be evaluated in regard to current cash needs and market conditions. Funds placed in banks or other savings institutions should be within the federally insured limits whenever practical.

If the amount of cash to invest short-term exceeds \$4M, the DBS may secure investment management

assistance from Synod's bank.

9.2.7 Measuring Investment Performance

At regular meetings of the Mission Finance Committee (but at least annually), current investment performance should be reviewed. Mission Finance, in consultation with the DBS and Synod Executive, shall determine the actions to take in the event of a significant market loss or gain on the unrestricted reserves investment.

The following indices may be used to evaluate the Synod's investment performance:

- Consumer Price Index
- 90 Day Treasury Bill Rates
- Standard & Poor's 500 Stock Index
- Barclays Capital Aggregate Index
- EAFE International Index
- A hybrid of the above indices, or other established representative indices so-constituted as to reasonably reflect the asset class strategy utilized by staff or any Investment Manager(s)

9.2.8 Investment Institutions and Vehicles

Approved Investment Institutions for the Synod are:

- Umpqua Bank: Money Market Account, Wealth Management Corporate Investment Vehicles
- Union Bank of California: Money Markey Account, Business Interest Checking Account, Unionbancal Commercial Funding Corporation Commercial Paper, Highmark Management, Inc.
- PC(USA) Foundation, New Covenant Funds
- Jumbo CDs in any FDIC insured institution (i.e., Redwood Credit Union) and other CD investments in institutions specifically approved by the Mission Finance Committee
- Wells Fargo Bank: Money Market and Institutional Securities

For instruments with a fixed maturity, the maturity shall be one year or less.

9.2.9 Investment of Restricted Funds

The Synod is occasionally entrusted with funds which must be spent in a restricted manner. Donations to purchase equipment or to perform a certain program function are restricted in usage. An endowment gift to the Synod in which the principal must remain intact and the Synod has the ability to use the income "for general purposes" is also considered restricted in these contexts. The Synod's policy regarding restricted funds is to honor the request of the donor 100%. Unless stated otherwise by the donor, income from the investment of restricted gifts is considered unrestricted and is shown as an additional to the current unrestricted fund. Such income should be invested in line with this investment policy.

9.2.10 Disposition and Reinvestment of Donated Assets

Periodically, the Synod is the recipient of donations of stocks, bonds, real property, and other assets. These assets may be outright gifts or restricted gifts. These assets may be donated through a bequest in a will or through some other planned giving vehicle. Unless otherwise restricted, all donated assets should be liquidated and reinvested as soon as is practical by the Director of Business Services or the Synod Executive in accordance with the Allocation of Investments.

Chapter 3

Synod's Investment Service

- 9.3.1** The Synod Investment Service welcomes new deposits on Custodial (demand) deposits and Mission Development Certificates (MDCs). The Mission Finance Committee, in consultation with Synod staff, sets rates, terms, and fees.
- 9.3.2 Overview of Services:** Established in 1989 with initial deposits to the Custodial (Demand) service of less than \$2 million dollars, the Synod Demand Account currently has had on deposit between \$26 and \$30 million, and the Synod Mission Development Certificates, begun in December 2002, has on deposit over \$10 million, totaling close to \$40 million today. This program is open to any congregation, presbytery, specialized ministry, or ecumenical partner related to the Presbyterian Church (U.S.A.) within the bounds of the Synod of the Pacific. The Synod's \$5 million line of credit with its Bank insures continual liquidity to all Synod Investment depositors.
- 9.3.3** The Synod supports ministry among its ten presbyteries using the difference in interest rates between investment deposits and line/amortized loans.
- 9.3.4 Policies and Procedures**
- 9.3.4.1** The Synod will accept deposits to its lockbox from Presbyterian Church (U.S.A.) congregations, presbyteries and specialized ministries and related organizations and ecumenical ministries within the bounds in which the Synod or any of its presbyteries are partners. Regulatory requirements prohibit the Synod from accepting deposits from individuals at this time.
- 9.3.4.2** The Synod's capacity to accept deposits is limited by its portfolio of outstanding line/commercial church loans.
- 9.3.4.3** The Synod sets aside a Designated Cash Reserve equal to 8% of total Custodial/Demand deposits, on behalf of its depositors, to be invested in Cash Equivalents as outlined in the Synod's Investment Policy (see 9.2.2).
- 9.3.4.4** Depositors will receive a regular monthly statement on all their accounts showing all account activity for each account.

9.3.6 Frequently Asked Questions

Are the services federally insured?

There is no federal insurance on any of the Investment Services. The Synod uses its deposits to fund the Synod Line/Amortized Loan Services or reduce commercial bank loans.

How does a depositor invest?

For the Custodial (demand) account, there is an application form to provide, in writing on letterhead, the names of at least three persons authorized to withdraw or transfer funds. Any draw must be confirmed by a second person. There are no other restrictions. A depositor may state in writing restrictions on withdrawals.

1. For Mission Development Certificate accounts, there is an application form. The Investment and Loan Coordinator (Coordinator) may be contacted for a Circular and an application form.

2. Checks are made payable to Synod of the Pacific, indicating (for congregations) the PIN on the memo line. An alpha-numeric ID will be assigned to organizations without a PIN. Mark the envelope, Custodial Fund (this is important).
3. The Synod receives all checks to a lockbox. (No funds are to be sent to the Synod's Petaluma address). Deposits for Custodial/MDCs should be addressed:

Synod of the Pacific
P. O. Box 964
Petaluma, CA 94953-0964

4. If a depositor is uncomfortable mailing a large deposit, it can be transferred electronically. The Coordinator can provide electronic transfer information. Depositors shall advise the Coordinator of the date and amount of a transfer to be made to Synod's account.

May depositors open multiple accounts in order to segregate their various funds?

A \$2,000.00 initial minimum deposit applies to each custodial account. The \$10,000.00 initial minimum deposit applies to 6 month mission development certificates and \$20,000.00 for 1, 2 and 3 year Mission Development Certificates. A Pin Number/Account Number will be followed by an alphabetical notation on additional accounts. Monthly statements, from the beginning of the year, are mailed for each account the Synod holds on a depositor's behalf, showing all account activity and the interest rate. Interest earned at month-end and not withdrawn is added to the account and draws interest itself in subsequent periods.

How is the interest rate is set?

It is set from time to time by the Mission Finance Committee [MFC] based upon the cost of funds.

How and when may a depositor withdraw funds?

For the Custodial (demand) accounts only, a depositor may withdraw any amount or all of its funds at any time, without penalty, using one or more of the following methods:

- a. Send an email to the Coordinator with the withdrawal request, or fax the request to 707-765-4467, listing the names of two authorized persons (one to request, one to confirm).
- b. The two authorized persons may phone the Coordinator at 707-765-1772.
- c. Send a hardcopy letter, requesting the withdrawal amount, and listing the names of the two authorized persons. An automatic monthly/quarterly check or transfer between accounts can also be made, but the request must be in writing.

How does a depositor receive funds?

Usually, the Synod issues a check. It ordinarily takes five working days for transmittal of the funds. All checks will be payable to the depositor and mailed to the depositor's address. In the case of automatic monthly or quarterly checks, they will be issued on the tenth day of the month (for the previous month) or the tenth day of the quarter (for the previous quarter).

Funds may also be electronically transferred directly to a bank account, usually within one business day.

May a Congregation which has a Synod loan deposit to the Synod Investment Service:

The Loan Service and the Synod Investment Service are totally separate funds. It is possible for a congregation to have both, or one without the other.

If a congregation has a Synod loan and a custodial account, the Synod can work with the congregation to set up a debt-reduction custodial fund to pay the loan on a monthly basis. This insures timely payments on the loan and saves the congregation time and money by not needing to mail a check, resulting in a net reduction of the loan interest, due to earned interest on the congregation's debt reduction account.

Chapter 4

Loan Policies and Procedures

9.4 SEE APPENDIX S

TITLE 10

FUNDS ADMINISTERED BY MISSION PARTNERSHIP COMMITTEE

Chapter 1

Emerging Need Grant Fund

- 10.1.1 Fund Name:** This fund shall be known and administered as the “**Emerging Need Grant Fund.**”
- 10.1.2 Established by:** Approval of the Mission Partnership Committee and the Synod of the Pacific in 2007 to respond to requests for financial needs.
- 10.1.3 Fund Purpose:** The Emerging Need Grant Fund is a discretionary Synod fund under the oversight of the Mission Partnership Committee. It is intended for funding unanticipated, collaborative mission needs identified by some combination of the Synod’s member presbyteries and/or their member congregations that presents within the current budget year; but were not apparent at the time these members’ budgets were adopted by these Synod members. Grants from this fund are intended only to cover such an unanticipated, collaborative mission need within the collaborators’ current budget year – and not to fund them beyond that budget year.
- 10.1.3.1 Emerging Need Defined:** An Emerging Need is defined as current year funding for an unexpected, collaborative mission or mission support need. Subsequent year funding for this need will not be available from this fund. Examples: a situation requiring a meeting for the member presbyteries’ COM/CPM Chairs, a First Call Pastors retreat, a Church Development consultation, gatherings to discuss emerging issues of the Presbyterian Church (USA), Racial-Ethnic gatherings, or other collaborative consultation and/or emerging mission and/or issue of the Synod partnership.
- 10.1.4 Currently Expendable Fund:** This is a currently expendable fund subject to appropriation from the Synod Budget as part of the Mission Partnership Funding Consultation Budget of the Synod of the Pacific as provided in Chapters 2 and 3 of Title 7 SAM.
- 10.1.4.1 Fund Balance Carryover Guidelines:** This fund’s carry-over balance (fiscal year-to-fiscal year), if any, is capped at \$50,000. Unexpended funding beyond this cap will be returned to the Synod general fund at the end of the fiscal year.
- 10.1.5 Fund Administration:** This shall be responsive to the request of each application upon receipt. Synod Staff, the Synod Mission Partnership Committee, and its fund subcommittee shall process each application expediently, recognizing the sense of urgency that is associated with Emerging Need Grant Fund applications.
- 10.1.5.1** The Synod Mission Partnership Committee shall:
- a. appoint not less than three and not more than four of its members who shall serve as the Emerging Need Grant Fund Subcommittee,
 - and–
 - b. receive and act upon any recommendations made by this fund’s subcommittee, approving or disapproving award of the grant(s), which shall then be referred to the Synod central office staff for implementing action if approved or filing if not approved.

10.1.5.2 The Emerging Need Grant Fund Subcommittee shall be staffed by the Synod office and reports to the Synod Mission Partnership Committee.

10.1.5.3 The Emerging Need Grant Fund Subcommittee has the authority to review and, if appropriate, propose to the Mission Partnership Committee each application as received for award from this Fund in accordance with this Fund's Award Guidelines and available funds.

10.1.6 Fund Award Guidelines.

10.1.6.1 Approval Criteria: The Synod of the Pacific through its Mission Partnership Committee invites any combination of the member presbyteries and/or their member congregations to propose any collaborative project that meets the criteria listed below and to apply for its funding.

- a. By definition, an Emerging Need meets the following criteria:
 - Without the requested funding within the current fiscal year, the unexpectedly unfunded or under-funded collaborative mission need will fail or will be severely jeopardized by delay to funding in their next budget cycle;
 - and –
 - There are no other sources reasonably available for the necessary funding;
 - and –
 - The unexpectedly unfunded or under-funded collaborative mission requirement's objective can be accomplished with the requested funding;
 - and –
 - This Fund has never been used to fund this specific collaborative mission requirement before.
- b. The application shall:
 - Offer some indication of the changes, either long term or short term, that may take place as a result of funding the collaborative mission need.
 - Ensure that no group of people will be deliberately excluded from being served by the project except by project resource limitations.
 - Give evidence of all sources to be used for funding – including others explored; but, not so used.
 - Describe the process to be used for evaluation of the project.
 - Provide written endorsement of a Synod of the Pacific member presbytery.
 - Show that the project fiduciary agrees that the use of the funds shall be in accordance with the request or that the project fiduciary has returned the funds to the Synod.
- c. Funding preference will be given to proposed projects which display a greater degree of connection to our member congregations, presbyteries, and validated ministries.

10.1.6.2 Presbytery Endorsement: The application shall be reviewed and endorsed by the appropriate official (stated clerk, executive presbyter, or other leader) as designated and authorized by the Presbytery.

10.1.6.3 Approval: Approval for funding shall depend upon the application meeting fund award guidelines and the availability of funds with prudent consideration of the need for fund reserves for other funding requests.

10.1.7 Fund Award Process

10.1.7.1 Applications will be accepted for needs whose funding meets the criteria of the Emerging Need Grant Fund and will be processed within each quarterly cycle.

10.1.7.2 The application shall be submitted to the Synod office at the address noted on the application form herein attached and marked as **SAM Appendix M - Emerging Need**.

10.1.7.3 Synod staff shall review the application for completeness and:

a. if the application is incomplete, shall immediately inform the applicant by telephone and return the application to the applicant,

– or –

b. if the application is complete, forward the application to the fund's subcommittee for its consideration, and alert the full Mission Partnership Committee of the pending action and if the fund's subcommittee finds the application warrants approval by the Mission Partnership Committee as authorized by the Synod Assembly, by the most immediate means available, the application shall be forwarded with the fund's subcommittee's recommendation for approval to the full Mission Partnership Committee for its consideration and action.

10.1.7.4 This fund's subcommittee shall consider the application, determine whether it meets the fund guidelines and whether funds are available for this application or not, and recommend to the Mission Partnership Committee that the application be approved or that staff be directed to file the application if it cannot be funded in this cycle.

10.1.7.5 The Mission Partnership Committee shall review the recommendation of this fund's subcommittee, approve, or disapprove the application, and include its decisions and rationale in its report to the next Stated Synod Assembly.

10.1.7.6 The Applicant shall be notified by the Synod central office of the funding decision as soon as possible after a decision has been made.

10.1.7.7 Distribution of funding for approved applications shall be facilitated by the Synod central office to meet the applicant's funding need date.

Chapter 2

Hilda V. Thompson Medical Ministry Fund

10.2.1 Fund Name: This fund shall be known and administered as the **"Hilda V. Thompson Medical Ministry Fund."**

10.2.2 Established by: The Hilda V. Thompson Medical ministry is one object of a generous testamentary gift from Hilda V. Thompson, a resident of Soda Springs, Idaho. Hilda Thompson was a member of the First Presbyterian Church, Soda Springs, where she served as a deacon and as president of Presbyterian Women. Upon her death in 1994, Hilda Thompson gave her working ranch and her investment portfolio to the Presbytery of Kendall. As directed, this Presbytery distributes proceeds from the ranch and from the portfolio to five distributees, including The Synod of the Pacific.

Approved by the Synod of the Pacific, October 12, 1996.

10.2.3 Fund Purpose: As specified in the Thompson will, the distributions to the Synod are designated for The Hilda V. Thompson Medical Ministry Fund. These distributions form a discretionary fund in the custody of the Synod under the oversight of the Mission Partnership Committee and are intended only for funding medical ministries providing “medical services for persons in need in the United States.”

10.2.3.1 Hilda V. Thompson Medical Ministry Defined: Grants from this fund are intended to start, or assist in starting, short-term, capacity-building, medical missions and to fund these projects for up to three years with funding amounts that decrease over those three years as the projects develop into long-term, self-sustaining programs and attract sustaining funding from other sources. Initial year project grants are capped at \$15,000. Preference has been given to parish nursing programs, although other uses, particularly those focusing on health screening or preventive education and other such measures, are also given favorable consideration.

10.2.4 Currently Expendable Fund: This is a currently expendable fund subject to distribution by the Kendall Presbytery and to appropriation by Synod of the Pacific for the purpose of the Synod’s **Hilda V. Thompson Medical Ministry Fund.**

10.2.4.1 Fund Balance Carryover Guidelines: This fund’s carry-over balance (fiscal year-to-fiscal year), if any, is carried over in full and included with the Kendall distribution and Synod appropriation for this fund each year.

10.2.5 Fund Administration

10.2.5.1 The Synod Mission Partnership Committee shall:

- a. appoint not less than three and not more than four of its members who shall serve as the Hilda V. Thompson Medical Ministry Fund Subcommittee,
– ~~and~~–
- b. receive and act upon any recommendations made by this fund’s subcommittee, approving or disapproving application(s) which shall then be referred to the Synod central office staff for implementing action or filing if application is not approved,
– ~~and~~–
- c. include its decisions and rationale in its report to the next Stated Synod Assembly.

10.2.5.2 The Hilda V. Thompson Medical Ministry Fund subcommittee shall be staffed by the Synod office.

10.2.5.3 The Hilda V. Thompson Medical Ministry Fund subcommittee has the authority to review and if appropriate, propose to the Mission Partnership Committee all applications for award from this Fund in accordance with this Fund’s Award Guidelines and available funds.

10.2.6 Fund Award Guidelines

10.2.6.1 Approval Criteria: The Synod of the Pacific through its Mission Partnership Committee invites congregations and presbyteries of the PC (USA) to propose their sponsored medical ministry project(s) that meet the criteria listed below and to apply for funding.

- a. The proposed medical ministry project shall:
 - Provide medical services for persons in need in the United States.
 - Provide aid that relates directly to the persons involved.

- Seek a one to three-year reducing grant, not to exceed an initial grant of \$15,000.

b. The application shall:

- Offer some indication of the changes, either long term or short term, that may take place as a result of funding the project.
- Ensure that no group of people will be deliberately excluded from being served by the project except by project resource limitations.
- Give evidence of all sources to be used for funding – including others explored; but, not so used.
- Describe the process to be used for evaluation of the project.
- Provide written endorsement of a Presbyterian Church (USA) congregation or presbytery.
- Show that the project fiduciary agrees that the use of the funds shall be in accordance with the request, or the project fiduciary shall return the funds to the Synod.

c. Funding preference will be given to proposed projects which display a greater degree of connection to our member congregations, presbyteries, and validated ministries.

10.2.6.2 Presbytery Endorsement: The application shall be reviewed and endorsed by the appropriate official (stated clerk, executive presbyter, or other leader) as designated and authorized by the Presbytery.

10.2.6.4 Approval: Approval for funding shall depend upon the application meeting fund award guidelines and the availability of funds with prudent consideration of the need for fund reserves for other funding requests.

10.2.7 Fund Award Process

10.2.7.1 Applications will be accepted and processed on a quarterly cycle by the Hilda V. Thompson Medical Ministry Fund Subcommittee for approval or disapproval by the Mission Partnership Committee.

10.2.7.2 An application shall be submitted to the Synod central office at the address noted on the application form herein attached and marked as **SAM Appendix N - Hilda V. Thompson Medical Ministry**.

10.2.7.3 Synod central office staff shall review the application for completeness and forward the application to the fund's subcommittee, if it is complete – or return the application to the applicant, if it is incomplete.

10.2.7.4 This fund's subcommittee shall consider the application, determine whether it meets the fund guidelines and whether funds are available for this application or not, and recommend to the Mission Partnership Committee that the application be approved or that staff be directed to file the application if it cannot be funded in this cycle.

10.2.7.5 The Mission Partnership Committee shall review the recommendation of this fund's subcommittee, shall approve or disapprove the application, and include its decisions and rationale in its report to the next Stated Synod Assembly.

- 10.2.7.6** The Mission Partnership Committee shall direct staff to take implementing action on its decision.
- 10.2.7.7** The Synod central office staff shall notify the applicant of the funding decision after the decision of the Mission Partnership Committee.
- 10.2.7.8** The Synod central office shall then: file the application and disburse the funding to the applicant for an approved project – or – shall just file the application for a project not approved after the decision of the Mission Partnership Committee, as appropriate.

Chapter 3

Opportunity Grant Fund

- 10.3.1 Fund Name:** This fund shall be known and administered as the “**Opportunity Grant Fund.**”
- 10.3.2 Established by:** Approval of the Mission Partnership Committee, 2009 and Approval of the Synod of the Pacific in 2009.
- 10.3.3 Fund Purpose:** The Opportunity Grant Fund is a discretionary Synod fund under the oversight of the Mission Partnership Committee. It is intended for funding multi-presbytery projects of Synod member presbyteries that may continue beyond the grant life as part of the participating presbyteries’ ministry programs.
 - 10.3.3.1 The Opportunity Grant Defined:** This grant is established to fund multi-participant mission opportunity projects for up to two years that benefit more than one of the Synod’s member presbyteries and/or their member congregations and that may become long-term mission programs of their participants, funded by other sources available to the participants after the Opportunity Grant funding has expired.
- 10.3.4 Currently Expendable Fund:** This is a currently expendable fund subject to appropriation from the Synod Budget as part of the Mission Partnership Funding Consultation Budget of the Synod of the Pacific as provided in Chapters 2 and 3 of Title 7 SAM.
 - 10.3.4.1 Fund Balance Carryover Guidelines:** This fund’s carry-over balance (fiscal year-to-fiscal year), if any, is capped at \$50,000. Unexpended funding beyond this cap will be returned to the Synod general fund at the end of the fiscal year.

10.3.5 Fund Administration

10.3.5.1 The Synod Mission Partnership Committee shall:

- a. appoint not less than three and not more than four of its members who shall serve as the Opportunity Grant Fund Subcommittee,
– ~~and~~–
- b. receive and act on any recommendations made by this fund's subcommittee, approving or disapproving applications which shall then be referred to the Synod central office staff for implementing action or filing if application is not approved,
– ~~and~~–
- c. include its decisions and rationale in its report to the next Stated Synod Assembly.

10.3.5.2 The Opportunity Grant Fund Subcommittee shall be staffed by the Synod office.

10.3.5.3 The Opportunity Grant Fund Subcommittee has the authority to review and, if appropriate, propose to the Mission Partnership Committee all applications for award from this Fund in accordance with this Fund's Award Guidelines and available funds.

10.3.6 Fund Award Guidelines.

10.3.6.1 **Approval Criteria:** The Synod of the Pacific, through its Mission Partnership Committee, invites proposals from its member presbyteries and/or their member congregations to propose their sponsored ministry projects which meet the criteria listed below and to apply for their funding.

- a. The proposed project must be in substantial compliance with the following award guidelines:
 - The proposed project benefits more than one of the Synod's congregations or presbyteries.
 - Duration of proposed grant not to exceed two (2) years; but may include a project that is projected to be self-sustaining thereafter. Grants will be issued for one year with the possibility of renewing the grant for a second year.
 - The proposed project is a new and creative endeavor that serves the mission of the Church.
 - The proposed project requires the financial support of Synod.
 - Funding preference will be given to proposed projects that are facilitated primarily by volunteer labor rather than to fund salaries.
 - Projects are to provide written endorsement from presbytery or synod as part of the application process certifying that at least one congregation is a member of PC(USA).
- b. The application shall:
 - Offer some indication of the changes, either long term or short term, that may take place as a result of funding the project.
 - Ensure that no group of people will be deliberately excluded from being served by the project except by project resource limitations.
 - Give evidence of all sources to be used for funding – including others explored; but, not so used.
 - Describe the process to be used for evaluation of the project.
 - Provide written endorsement of a Synod of the Pacific member presbytery.

- Show that the project fiduciary agrees that the use of the funds shall be in accordance with the request, or the project fiduciary shall return the funds to the Synod.

c. Funding preference will be given to proposed projects which display a greater degree of connection to our member congregations, presbyteries, and validated ministries.

10.3.6.2 Presbytery Endorsement: The application shall be reviewed and endorsed by the appropriate official (stated clerk, executive presbyter, or other leader) as designated and authorized by the Presbytery.

10.3.6.3 Approval: Approval for funding shall depend upon the application meeting fund award guidelines and the availability of funds with prudent consideration of the need for fund reserves for other funding requests.

10.3.7 Fund Award Process

10.3.7.1 Applications will be accepted and processed on a quarterly cycle by the Opportunity Grant Fund Subcommittee for approval or disapproval by the Mission Partnership Committee.

10.3.7.2 An application shall be submitted to the Synod central office at the address noted on the project proposal form or project renewal form herein attached and marked as **SAM Appendix Q - Opportunity Grant Fund Application Form**.

10.3.7.3 Synod central office staff shall review the application for completeness and forward the application to the fund's subcommittee, if it is complete – or return the application to the applicant, if it is incomplete.

10.3.7.4 This fund's subcommittee shall consider the application, determine whether it meets the fund guidelines and whether funds are available for this application or not, and recommend to the Mission Partnership Committee that the application be approved or that staff be directed to file the application if it cannot be funded in this cycle.

10.3.7.5 The Mission Partnership Committee shall review the recommendation of this fund's subcommittee, approve or disapprove the application, and include its decisions and rationale in its report to the next Stated Synod Assembly.

10.1.7.6 The Mission Partnership Committee shall direct staff to take implementing action on its decision.

10.3.7.7 The Synod central office staff shall notify the applicant of the funding decision after the decision of the Mission Partnership Committee.

10.3.7.8 The Synod central office shall then: file the application and disburse the funding to the applicant for an approved project – or – shall just file the application for a project not approved after the decision of the Mission Partnership Committee, as appropriate.

Chapter 4

Presbyterian Leadership Formation Program Fund

10.4.1 Established by:

Approval of Mission Partnership Committee on Oct 9, 2009.

Approval of Commissioners Synod of the Pacific on Oct 10, 2009.

Approval of Commissioners to move to Mission Personnel Committee on Oct 10, 2014

10.4.2 Currently Expendable Fund:

This is a currently expendable fund subject to appropriation by the Synod of the Pacific.

10.4.3 Fund Purpose:

The Presbyterian Leadership Formation Program Fund is under the oversight of the Mission Personnel Committee intended to facilitate the Synod's participation in the funding of the Presbytery Leader Formation Program enrollment expenses for newly called and elected executive/general/mission/regional/presbyters serving within the Synod of the Pacific.

10.4.4 Fund Name:

This fund shall be known and administered as the "Presbyterian Leadership Formation Program Fund".

10.4.5 Fund Expenditure Guidelines/ Fund Expenditures:

This Fund shall be expended for enrollment expense and/or continuing enrollment expense in the Presbyterian Leadership Formation Program for all newly called and elected executive/general/mission/regional/presbyters serving within the Synod of the Pacific.

10.4.5.1 The Synod Office shall verify and approve expenditures [subject to available Fund balance] from this Fund and report the same to the Synod Mission Personnel Committee [MPeC].

10.4.6 Fund Appropriation and Balance Carryover Guidelines:

Appropriations to and balance carryovers of this Fund are made and handled in the following manner:

10.4.6.1 MPeC shall oversee the Fund Expenditures and balances and make recommendations to the Commissioners of the Synod for any needed budget appropriation to this Fund.

10.4.6.2 Unexpected funds appropriated to this Fund shall remain in this Fund and shall be carried over to the following fiscal year, subject to the Fund carryover balance not exceeding the sum of Ten Thousand and No/100 Dollars [\$10,000.00]. Any fund balance which exceeds Ten Thousand and No/100 Dollars [\$10,000.00] shall not be carried over in this Fund and shall be subject to the Synod budget appropriation process.

TITLE 11

REAL PROPERTY OWNERSHIP AND MANAGEMENT

Chapter 1

Zephyr Point Presbyterian Conference Center

- 11.1.1** **Zephyr Point Presbyterian Conference Center is located at Zephyr Cove, Nevada.** The ownership, management rights and responsibilities of the Synod of the Pacific in Zephyr Point Conference Center real property and improvements which are located in Zephyr Cove, Nevada are established in its Bylaws.
- 11.1.2** The Bylaws for this Corporation were last updated and adopted December 9, 2022. The Certificate of Amendment to the Articles of Incorporation were received January 24, 2023 by the California Secretary of State.
- 11.1.3** The management for this Corporation is set forth in Article III of the Bylaws, which provide that the management of the affairs of the corporation are vested in a Board of Directors, consisting of a maximum of twenty-one (21) Directors. Six (6) Directors shall be designated by the Synod of Southern California and Hawaii, and twelve (12) Directors shall be designated by the Synod of the Pacific (each of said synods being referred to herein as a "Designator Synod").
- In addition, three (3) "At-large" Directors shall be designated by the two Designator Synods: two (2) by the Synod of the Pacific and one (1) by the Synod of Southern California and Hawaii. The At-large Directors shall not be subject to the geographic or PC(USA) member requirements that apply to the rest of the board. At-large Directors shall serve on the Board and its committees with voice and vote.
- 11.1.4** The Stated Clerk and the Executive, if separate from the Stated Clerk, of each of the Designator Synods shall be ex-officio members of the Board with voice and vote. Ex-officio Directors shall serve on committees of the Board with voice and vote.
- 11.1.5** The chief financial officer of each of the Designator Synods shall be consultants to the Board, with voice but without vote, and may serve on committees of the Board.
- 11.1.6** Each Director shall be an elder member of a church under the jurisdiction of, or a minister member of, a presbytery of the Presbyterian Church (U.S.A), which is within the territorial area of the Designator Synod which designated him or her. Each Designator Synod shall designate equal numbers of elders and ministers as Directors, giving attention to diversity and inclusiveness.
- 11.1.6.1** Nominees for Director shall be approved by the Board of Directors and submitted for approval by the Synod at its October meeting, to begin service January 1 of the following year.
- 11.1.6.2** **Director Terms:** Directors designated by the Synods shall serve for terms of three (3) years or until designation and qualification of their respective successors, except when it is necessary to designate some for shorter terms in order to equalize the numbers in the classes or to fill vacancies, and the classes of each shall be arranged so that the terms of one class of Directors shall expire on December 31 each year. No Director shall serve for consecutive terms, either full or partial, aggregating more than six (6) years. A Director having been designated for consecutive terms aggregating six (6) years shall be ineligible to serve for a further term until at least one year has elapsed from the expiration of the last term for which he or she was designated.

11.1.6.3 Director Removal/Vacancies: Any Director may be removed from office by the Designator Synod which designated him or her. The Board may also declare vacant the office of a Director who has been declared of unsound mind by a final order of a court, or been convicted of a felony, or been found by a final order or judgment of any court to have breached his or her duty as specified in Article 4 (commencing with Section 9240) of the California Corporations Code or any successor statute, or who has missed three (3) consecutive regular meetings of the Board. In the event of a vacancy on the Board, whether by death, resignation or removal, such vacancy shall be filled in the same manner as the original Director was designated. A Director designated to fill a vacancy shall be designated in accordance with the qualifications set forth in Section 3 of this Article, and shall be designated for the unexpired term of his or her predecessor in office.

11.1.7 In carrying out its management responsibilities pursuant to Article III hereof, the Board shall take cognizance of its special relationship to the Designator Synods and give appropriate attention to its functions as follows:

- a. To practice careful stewardship and promote maximum utilization of the Center, consistent with the mission of the Corporation and the Constitution of the Presbyterian Church (U.S.A.).
- b. To maintain and administer the conference facilities, in a context of Christian values, for appropriate program use of the constituents of the Designator Synods, or as capacity may permit, for the use of other congenial and appropriate program entities, consistent with this corporation's Articles of Incorporation.
- c. To report annually or as otherwise directed to the Designator Synods concerning the affairs of this corporation and operation of the Conference Center, including a fully audited report or a review of financial status by an independent certified public account at the discretion of the Board.
- d. To employ counsel as may be necessary or advisable to protect this corporation and its properties from claims, liens, loss of tax exemption, and other legal consequences.
- e. To file or cause to be filed all necessary reports and returns to federal, state and local governmental agencies.
- f. To keep this corporation and its properties properly insured, as well as maintaining insurance for the Directors and Officers.

This listing of duties and responsibilities is illustrative and not all-inclusive.

11.1.8 Meetings by Telecommunication: Any Board meeting may be held by conference telephone, video screen communication, or other communications equipment. Participation in a meeting under this paragraph shall constitute presence in person at the meeting if both the following apply:

- (a) Each director participating in the meeting can communicate concurrently with all other directors.
- (b) Each director is provided the means of participating in all matters before the Board, including the capacity to propose, or to interpose an objection to, a specific action to be taken by the corporation.

11.1.9 Offices: This corporation shall have and continuously maintain its principal office in the Central Office of the Synod of the Pacific, in the State of California, and may have other offices within or without the State of California as the Board may from time to time determine. One such office shall be located at Zephyr Point Presbyterian Conference Center, Douglas County, NV.

APPENDICES

Appendix A	Employee Conflict of Interest Policy (Section 8.2.1)
Appendix B	Acknowledgement of Receipt of Policy Manual (Section 8.2.1)
Appendix C	Executive and Administrative Services Agreement (Section 8.2.3)
Appendix D	Exit Interview Form (Section 8.2.3)
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Appendix P	Policy Statement in Regard to Conflict of Interest/Photo Release (Section 2.2.2.1)
Appendix Q	Policy Statement and Guidelines for Child Abuse Prevention, Reporting, and Child/Youth/Vulnerable Adult Protection
Appendix R	Separation Ethics Policy Applicable to Former Called, Elected, or Hired Staff (Section 8.12.10)
Appendix S	Loan Guidelines (Section 9.4)

APPENDIX A Conflict of Interest (Section 8.2.1)**SYNOD OF THE PACIFIC
EMPLOYEE CONFLICT OF INTEREST POLICY**

Generally, no employee shall accept any gift, gratuity, grant, service or any special favor from any person or persons, agents or businesses which provide or receive goods and services or which seek to provide goods or services to/or from Synod of the Pacific entities. However, minor courtesies such as luncheons, dinners or similar arrangements in connection with business decisions may be received.

In addition, if any employee is called upon to participate in a decision in which the interests of the employer conflict with his or her personal interests, the employee shall abstain from participating in the decision.

Employees who hold other paid positions shall ensure that such outside employment will not interfere with the performance of their duties or produce a conflict of interest in the pursuit of those duties. Any questions regarding this shall be reviewed with the supervisor.

All employees shall avoid even the appearance of conflict of interest, special interest or any other inappropriate conduct. If an employee discovers that he/she may be in a position of conflict of interest, he/she shall immediately report this conflict to his/her supervisor.

Supervisors who discover that someone under their supervision may be in a position of conflict of interest shall report this conflict to the Synod Executive immediately.

TO BE COMPLETED BY EACH SYNOD STAFF MEMBER

I, _____, affirm that:
(please print)

1. I have read and understand the Conflict of Interest Policy for employees of the Synod of the Pacific.
2. At the present time I am not aware of any conflict of interest involving my position.
3. If, at any time, I discover that I am in a position of conflict of interest, I shall immediately report the conflict to my supervisor.
4. In any situation involving a conflict of interest, I shall abstain from participation in the discussion and vote on the decision in order to avoid even the appearance of conflict of interest or special interest.

Signature

Date

****If there is a possible conflict of interest, please explain on the other side of this sheet.***

APPENDIX B Acknowledgement of Receipt of Policy Manual (Section 8.2.1)

SYNOD OF THE PACIFIC

RECEIPT AND ACKNOWLEDGMENT

I understand that all employees must execute this receipt and acknowledgment.
I have been given and have read the policies and procedures contained in the Synod of the Pacific Personnel Policies and Procedures Manual, dated October, 2017 (referred to as "Manual").

I have also carefully reviewed the section entitled "Policy Prohibiting Unlawful Harassment and Discrimination" as well as the procedures used for reporting and investigation of such issues. I will ensure that I understand this policy and, if I have any questions, will contact the Synod Executive for further information.

I agree to follow the policies and procedures as stated in this Manual. I understand that the Synod has the right to change or amend policies at its discretion at any time. I further understand that none of the policies and procedures constitutes a contract or guarantee of continued employment, nor does it confer any contractual rights upon me. I further understand that, if I am an appointed employee, my employment is at-will and can be terminated at any time with or without notice.

I agree that this Manual is the property of the Synod and shall be available to all employees at all times, and be returned to the Synod upon termination of employment.

I have carefully read this Receipt and Acknowledgment.

Employee Name: _____

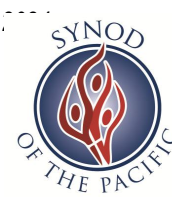
Signature: _____

Position Title: _____

Office Location: _____

Date Signed: _____

Please return the extra, signed receipt and acknowledgment form to the Synod office.



APPENDIX C Executive and Administrative Services Agreement (Section 8.2.3)

AGREEMENT FOR EXECUTIVE AND ADMINISTRATIVE SERVICES

This Agreement is made and entered into this ____ day of _____, 200_, by and between the Presbytery of _____, a council of the Presbyterian Church (U.S.A.) (the "Presbytery") and the Synod of the Pacific, a council of the Presbyterian Church (U.S.A.) (the "Synod");

WHEREAS, one of the responsibilities of the Synod is "to develop and provide resources as needed to facilitate the mission of its presbyteries, as well as guidelines and criteria for evaluation" (*Book of Order* G-3.0403a, b); and

WHEREAS, in order to further its mission, the Presbytery may authorize the administrative staff services of an executive presbyter and other staff as needed. (*Book of Order* G-3.0110); and

WHEREAS, the Presbytery is in need of the services of an executive/general presbyter and other staff services as it shall determine from time to time; and

WHEREAS, the Synod desires to provide such services as set forth herein;

NOW, THEREFORE, the Presbytery and the Synod agree as follows:

1. Executive/General Presbyter

a. The Presbytery, in consultation with the Synod, may, in its discretion, elect a chief executive officer, with such title as the Presbytery may designate (herein referred to, for convenience only, as the "Executive Presbyter"). The Synod, in consultation with that presbytery Search Committee, may, in its discretion, engage the services of the same Executive Presbyter, who shall also be, for organizational purposes only, an associate synod executive of the Synod (provided, however, that the title "Associate Synod Executive" need not be generally used). The services of the executive presbyter shall be provided through employment by the Synod. Engagement of the services of the Executive Presbyter shall be subject to (i) election of the Executive Presbyter by the presbytery, and (ii) approval of the employment of the same Executive Presbyter by the Synod. The duties and responsibilities of the Executive Presbyter shall be delineated in a position description developed by the presbytery, in consultation with and approved by the Synod, through its Mission Personnel Committee. The Executive Presbyter shall be accountable to the Presbytery, through its personnel committee, for the implementation of decisions and matters of strategy, program and resources. The Executive Presbyter shall be under the supervision of and accountable to the Synod as his/her employer, through the Synod Executive, who shall supervise the Executive Presbyter to ensure that services are competently delivered to the Presbytery in accordance with his/her position description and the Personnel Policies and Procedures contained in the Synod Administrative Manual (the "Personnel Policies and Procedures").

b. The Presbytery, after consulting with the Synod, may terminate the services of the Executive Presbyter pursuant to SAM 8.12.13.2. In the same manner, the Synod, after consulting with the Presbytery, may terminate the employment of the Executive Presbyter. If the Synod elects to terminate the employment of the Executive Presbyter, but the presbytery-elects to continue his/her services, the Synod will continue to provide personnel services for a reasonable amount of time to the Presbytery under this Agreement until the Presbytery can make arrangements to provide for its own human resource management. The timeline for the transition of these responsibilities shall be negotiated between the Presbytery and the Synod. However, the Presbytery will immediately become the employer of record for the Executive Presbyter as of the effective date of termination of employment from the Synod. Upon acknowledging in writing or receiving written notice of the effective date of termination of employment by

the Synod, the Presbytery agrees to assume all subsequent liability for the Executive Presbyter from and after that effective date.

If either the Presbytery or the Synod shall terminate the services of the Executive Presbyter, the Executive Presbyter shall have the right to request a hearing according to SAM 8.12.13.2, to be held by the terminating party. If both parties to this Agreement terminate the services of the Executive Presbyter, and he/she asks for a hearing, a joint hearing will be held by both the Synod and the Presbytery.

2. Other Presbytery Staff. The Synod shall engage the services of other staff (called, elected, and appointed), as shall be necessary to facilitate the mission of the Presbytery in accordance with Paragraph 3 below. The duties and responsibilities of the other staff shall be delineated in a position description developed by the Presbytery, in consultation with and approved by the Synod, through its Mission Personnel Committee. Such staff shall be employees of the Synod, subject to the Personnel Policies and Procedures, and shall be subject to supervision and direction by the Executive Presbyter or by such other person or body designated by the Presbytery and reasonably approved by the Synod. The process for terminating the services of other called/elected staff shall be the same as those delineated in Section 1 b. above. The process for terminating the employment of appointed staff shall be in accordance with the Policies and Procedures.

3. Staffing. The Presbytery, with final approval of the Synod (which approval will not be unreasonably withheld), will establish the positions and respective position descriptions, responsibilities, hours and assignments of the executive presbyter and the other staff assigned to the Presbytery, according to the Personnel Policies and Procedures. This may provide that the Executive Presbyter and other staff may be full-time or part-time and/or that their services may be shared with other presbyteries or with the Synod, itself.

4. Salaries and Benefits. Salaries and benefits for all employees provided for in this Agreement shall be established by the Presbytery, after consultation with and approval by the Synod, which approval shall not be unreasonably withheld.

5. Term and Termination. This Agreement shall commence on _____ 1, 20__ and will continue in full force and effect until terminated by either party giving a minimum six months written notice to the other party, or in the circumstances as described in the last paragraph of Section 1 b. above. Upon the expiration of such notice, this Agreement will be of no further force and effect. If it is the desire to terminate this Agreement, an effort should be made to effect the termination at the end of a calendar year.

IN WITNESS WHEREOF, this Agreement is made and entered into as of the date first above written.

THE PRESBYTERY OF _____

By _____
Name/Title _____

THE SYNOD OF THE PACIFIC

By _____
Name/Title _____

Revised September __, 2009

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APPENDIX D

Exit Interview Form (Section 8.2.3)



**SYNOD OF THE PACIFIC (PCUSA)
EXIT INTERVIEW QUESTIONNAIRE**

Please use additional paper for extra comments.

Date _____

Name _____

Position _____

Office Location: _____

How did you feel about your job and its responsibilities? Did you feel you had enough to do? Too much?

How well did your skills and the job's actual responsibilities match?

What was the quality of supervision? Not enough? Too much?

How was your relationship with your supervisor? Co-workers?

Was the work challenging? Rewarding?

Did you receive on-the-job training? Was it adequate?

How were the working conditions, hours, facilities, equipment, etc.?

What, if anything, did you dislike about your job?

How did management view your work?

What do you think about the rate of compensation and other benefits?

What suggestions would you like to make to improve your job and the Synod as a whole?

How would you rate the Synod as a work place?

Why are you leaving?

Other comments you would like to make:

Employee Signature

Date

Supervisor Signature

Date

Management/Personnel Committee Signature

Date

**APPENDIX E****End of Introductory Period Review (Section 8.6.6)**

**SYNOD OF THE PACIFIC
NEW EMPLOYEE PROGRESS REPORT**

The following form will be used for the initial 60-day evaluation. The scores will range from 1 to 5 as follows:

1 = outstanding, 2 = exceeds expectations, 3 = meets expectations, 4 = below expectations, and 5 = unacceptable.

Employee

Hire Date

Supervisor

Position

NOTE TO EMPLOYEE: *Your comments are encouraged and welcomed. Feel free to attach a separate sheet.*

Rating

Comprehension/performance of duties _____

Quality of Work _____

Quantity of Work _____

Communication _____

Teamwork/Public Contact _____

Professional Appearance _____

Adherence to Synod/Presbytery Procedures _____

Works well with others _____

Attendance _____

Tardiness _____

Continued At-Will Employment Recommended ☐ Yes ☐ No

Comments: _____

Employee/Date

Supervisor/Date

Synod Executive/Date

Personnel Committee/Date

*** The Synod is an at-will employer, meaning that either the Synod or Employee can end the employment relationship at any time and for any or no reason. The ratings reflected by this form do not alter the Parties' at-will relationship. ***

**APPENDIX F Timesheet (Section 8.6.9)**

**SYNOD OF THE PACIFIC
TIME SHEET FOR HOURLY AND NON-EXEMPT STAFF**

Employee Name: _____

HOURS WORKED					
<i>Date</i>	<i>In</i>	<i>Out</i>	<i>In</i>	<i>Out</i>	<i>Hours</i>

TOTAL _____

- Time cards must be completed in ink and require the signature of the employee and supervisor.
- All time cards must have time of arrival (in) and departure including lunch break (out) for all hours and days worked in a pay period.
- Once an employee works 6 hours, they must take an unpaid meal break of at least 30 minutes.
- Employees must take a paid 15 minute rest period for every four hours worked.
- Time cards are to be filled out for each pay-period (1st to 15th and 16th to 31st)
- Supervisors are to send completed timecards to the Central Office at the end of each pay period.
- If this timecard includes make-up time, as requested by the employee, please indicate the absence and the make-up time worked on this timecard. See Title 8 of the Synod Administrative Manual (SAM) for Make-up Time Request Form and more information

My signature certifies that the above hours worked are accurate and that I have adhered to the stated requirements.

EMPLOYEE SIGNATURE AND DATE: _____

SUPERVISOR SIGNATURE AND DATE: _____

OFFICE: _____



APPENDIX G

Make-Up Time Request (Section 8.6.11.3)

SYNOD OF THE PACIFIC MAKE-UP TIME REQUEST

Employee Name

Office

I am requesting time off as a result of a personal obligation on:

Day of the week _____ Date _____
From the hours of _____ am pm (circle one) to _____ am pm

I will make up the time within the same workweek as follows: (Indicate the dates and hours you plan to work to make up the missed time.) **Employees may not work more than 11 hours in a day or 40 hours in a workweek as a result of making up time that was or will be lost due to a personal obligation.**

I understand that:

1. Any makeup time I work will not be paid at an overtime rate;
2. Separate written request is required for each occasion that I request makeup time;
3. My makeup time request must be approved in writing before I take the requested time off or work makeup time, whichever is first.
4. If I take time off and am unable to work the scheduled makeup time for any reason, the hours missed will normally be unpaid.
5. If I work makeup time before the time I plan to take off, I must take that time off, even if I no longer need the time off for any reason;
6. The Synod does not encourage, discourage, or solicit the use of makeup time.

Employee Signature

Date Submitted

For Employer Use Only:

- ☐ Your makeup time request has been approved and submitted.
- ☐ You may take the time off requested, but must work the following makeup time hours rather than those submitted in your request: _____
- _____
- ☐ Your makeup time request has been denied.

Signature

Date

Print Name

Title



APPENDIX H Proposal for Use of Study Leave Allowance (Section 8.7.6.6)

SYNOD OF THE PACIFIC

PROPOSAL FOR USE OF STUDY LEAVE ALLOWANCE

Name of Staff Person: _____

Presbytery: _____

Please provide date(s), place and a brief description of the proposed project or event:

How does this event relate to your objectives for the current year, or to the skills needed in the performance of your responsibilities as outlined in your current position description?

Number of Days to be used: _____

Dollars to be used: \$ _____

Signature _____

Date _____

I have reviewed the nature and purpose of this study leave event and concur with the above named person that it is consistent with the objectives of the personnel policies of the Synod of the Pacific.

Signature of Supervisor: _____

Date of Presbytery Personnel Committee approval: _____

Signature of Personnel Chair: _____

Signature of Synod Executive: _____

*Please submit this proposal with the payment voucher to the Synod Office.
The proposal becomes a part of your personnel file.*

APPENDIX I**Donation of Earned Paid Leave Days (Section 8.7.8.10)**

Date

Employee

Synod of the Pacific
P.O. Box 964
Petaluma, CA 94953

Dear *Employee*,

Thank you for your generous offer to donate a portion of your accrued Paid Leave Benefit Days ("PLB days") to _____. This serves as an agreement between you and the Synod of the Pacific ("Synod") as your employer. There is an understanding that you will donate no more than half of your earned, and unused, PLB days.

- Number of PLB days earned as of _____ = _____
- Number of days donated: _____ = _____
- Balance of PLB days after donation: _____ = _____
- Donating to: _____ = _____

Signed: _____

Name: _____

Date: _____



APPENDIX J Leave of Absence Request Form (Section 8.7.13.3)

SYNOD OF THE PACIFIC

LEAVE OF ABSENCE REQUEST FORM

Name: _____ Position: _____

Office Location: _____

Type of Leave Requested:

☐ Medical Disability Leave

☐ Pregnancy Disability Leave

☐ Parental Leave

☐ Jury Duty

☐ Military Duty

☐ Subpoenaed as Witness

☐ Other Leave, please explain: _____

Beginning Date of Leave: _____

Expected Date of Return: _____

Total Time Off (days); _____

Employee Signature: _____ Date: _____

☐ Approved ☐ Denied

Supervisor's Approval: _____ Date: _____

Send copy and original to central office.
(For Paid Leave Benefit Day requests, please use the PLBD Form.)

APPENDIX K Job Description Form (Section 8.10.2.2)



SYNOD OF THE PACIFIC, PC (U.S.A.)

TITLE

TITLE: [Write title Name]

STATUS: [Hourly or non-exempt]

PURPOSE: To serve as a _____ for the Synod.

ACCOUNTABILITY: *(Sample)* The _____ is employed by the Synod and is accountable to the Synod Executive.

REPORTS TO: Synod Executive

GENERAL GOAL OF THE POSITION: To provide _____, all in accordance with established Synod policies and procedures.

JOB RESPONSIBILITIES, TASKS AND PERFORMANCE RESULTS EXPECTED:

I. Function: [Percentage of time spent: ____%]

A. Tasks

- 1.
- 2.
- 3.

B. Performance meets satisfactory expectations when:

- 1.
- 2.
- 3.

II. Function: [Percentage of time spent: ____%]

A. Tasks:

- 1.
- 2.
- 3.

C. Performance meets satisfactory expectations when:

- 1.
- 2.
- 3.

RELATIONSHIPS: *(sample)* The _____ is a member of the appointed staff and works directly with central office staff and financial staff in regional offices.

EVALUATION: There is an annual review and evaluation of performance in accordance with the personnel policies of the Synod.

EMPLOYMENT TERMS: This is a (exempt or non-exempt) ____ time _____ (salaried or hourly) position at ____ hours per week. The position is subject to the personnel policies of the Synod of the Pacific. The employee must maintain confidentiality at all times. All other terms and conditions are described in the Personnel Policies & Procedures Manual or current office procedure and practice. The Synod of the Pacific is an Equal Opportunity Employer.

SKILLS, KNOWLEDGE AND ABILITIES NEEDED *(sample)*

I. Must possess demonstrated effective skills in the following areas: *(sample)*

- Accounting and bookkeeping methods
- Accounting software
- 10-key calculator by touch
- Computerized spreadsheet software (Excel)
- Communication (oral and written)
- Interpersonal relations
- Commitment to teamwork
- Customer service

II. Knowledge and Abilities

- An Associate Degree in Accounting plus one year bookkeeping experience, or a three-year combination of education and bookkeeping experience
- Able to work independently and under pressure
- Professional appearance, ethical conduct, and ability to maintain confidentiality

PHYSICAL REQUIREMENTS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly requested to sit for prolonged periods of time. Close vision and manual dexterity are required to access data utilizing a personal computer and other office equipment. Talking and hearing is necessary when utilizing the phone for customer service and for presentations during meetings. Lifting up to 15 lbs. may be needed lifting file boxes and supplies.

APPENDIX L

Performance Evaluation Form (Section 8.10.2.3)



Performance Evaluation Sample Letter

Annual Performance Evaluation
Presbytery of _____
TITLE/POSITION

Each year the presbytery conducts a review _____ (of name of called and elected staff performance) _____ in accordance with synod personnel policies and procedures. A valid review of performance can do two good things. First, it can give honest feedback, as a coach might provide to a good player. Second, it establishes and reinforces a system of mutual accountability. We hope our process can provide the kind of accountability described in Ephesians 5:21 "Be accountable to one another out of reverence for Christ."

On ____ (date) ____, the Personnel committee will do a review of _____ (name) _____ performance as _____ (position) _____. For this review we have selected a _ (number) _ of persons to whom we are sending a set of questions that will assist in the evaluation. Therefore, your response is important!

The "Input from others" form is very simple. There are six questions you are invited to answer and an additional line for other helpful information you would like to share. The staff member's job description is enclosed that contains a list of tasks that are organized under "functions" for you to use in your review. We realize you may not have knowledge of all the areas that are listed. Please mark not applicable for any section necessary.

We hope it will not take you more than 30 minutes to complete this task, and your work will produce valuable results.

You may email your responses to _____ or mail them to _____, Personnel Chair. All responses will be held as confidential by the Personnel Committee. Your responses and those of others will be summarized and used in this committee's evaluation submitted to the synod mission personnel committee.

Please reply before _____.

Thank you for your timely assistance in this very important annual review, _____, Chair

Enclosures:

Job description

"Input from Others" Evaluation Form

SYNOD OF THE PACIFIC (PCUSA)

CONFIDENTIAL ELECTED STAFF PERFORMANCE EVALUATION

This section is to be completed by the Presbytery Personnel Committee and returned to the Synod Executive.

NAME: _____ REVIEW DATE: _____

JOB TITLE: _____

EMPLOYMENT DATE: _____ TIME IN POSITION: _____

EVALUATION PERIOD FROM: _____ TO: _____

RATING SCALE:

E = Exceeds Expectations – Performance far exceeds expectations

S = Satisfactory – Performance meets expectations

NI = Needs Improvement - Performance falls short of expectations

N/A = Not Applicable to the employee's current position

It is important to remember the purpose of an evaluation is to recognize successful job performance, and to provide assistance for improvement where needed.

Instruction: Using the rating scale above and descriptive observations, the evaluator is to note the assessment of the performance for this staff member relative to the functions/tasks, from job description, listed below.

SECTION I: JOB PERFORMANCE RESULTS

List the primary Job Functions/Tasks from current Job Description

Job Function/Tasks	Document performance results of each overall Function for which the Elected staff person is responsible.
I.	Rating:
<u>Rationale:</u> 	
II.	Rating:
<u>Rationale:</u> 	

Job Function/Tasks	Document performance results of each overall Function for which the Elected staff person is responsible.	
III.	Rating:	
<u>Rationale:</u>		
IV.	Rating:	
<u>Rationale:</u>		
V.	Rating:	
<u>Rationale:</u>		
VI.	Rating:	
<u>Rationale:</u>		

Job Function/Tasks	Document performance results of each overall Function for which the Elected staff person is responsible.	
VII.	Rating:	
<u>Rationale:</u>		

SYNOD OF THE PACIFIC (PCUSA)

SECTION II: SKILLS, INTERPERSONAL & SUPERVISORY PERFORMANCE APPRAISAL

Write the appropriate performance rating for the following areas. Use the blank areas for comments.

This section to be completed by the evaluating committee.

Staff Name: _____ **Evaluator Name:** _____

Knowledge and Skills	Rating:	
<p>Demonstrates knowledge and skills essential to the effective performance of the position and responsibilities.</p> <p>Keeps abreast of developments in job field and related fields.</p> <p>Masters office technology required to produce efficient services.</p>		
Communication	Rating:	
<p>Listens effectively and responds clearly and directly.</p> <p>Prepares clear, concise reports, correspondence and records.</p> <p>Responds to requests in a timely manner.</p>		
Interaction with others	Rating:	
<p>Works well with the public.</p> <p>Works effectively w/associates/committees to achieve results.</p> <p>Responds positively to situations requiring courtesy and tact.</p> <p>Elicits and considers others' ideas and suggestions.</p> <p>Handles conflict constructively.</p>		
Quality/Quantity of Work	Rating:	
<p>Prioritizes tasks and effectively manages schedules.</p> <p>Shows a consistently low level of errors.</p> <p>Completes work within acceptable time frame, or delegates work appropriately to meet deadlines.</p>		
Planning and Organizing	Rating:	

Designs realistic short and long-term plans. Establishes efficient work processes and procedures. Establishes appropriate procedures to monitor work progress, and identifies deviations in progress. Plans/organizes cross training.	
Problem Solving/Decision Making	Rating: <input type="text"/>
Demonstrates ability to clearly isolate and define problem areas. Proposes and evaluates effective alternative solutions. Makes timely decisions once all pertinent facts are analyzed.	
Delegation and Supervisory Skills	Rating: <input type="text"/>
Clearly defines responsibilities/limits with staff. Makes effective assignments based on staff skills & knowledge. Motivates staff to think and work independently. Counsels staff in both positive and negative circumstances. Provides opportunities to staff to develop knowledge and skills.	
Leadership	Rating: <input type="text"/>
Communicates Synod mission to staff. Shares information, involves staff, and gains commitment to goals. Establishes an open/trusting work environment in which employees feel involved and are free to discuss opinions and ideas. Demonstrates knowledge of workplace policies, procedures, ethics, and diversity.	

SYNOD OF THE PACIFIC (PCUSA)

SECTION III: SUMMARY OBSERVATIONS, INPUT & SIGN OFF

Staff Name: _____ Review Date: _____

A. Summary of observations and input from others (committees, associates, staff):

Responses are confidential and are summarized here for purposes of this evaluation. Participating reviewers need to refer to the employee's job/position description to identify relevant responsibilities and expectations. This section is to be completed by the evaluating committee.

1. Employee's strengths

2. Opportunities for growth for employee

3. Ways God is seen at work through this employee's life and work

4. Things appreciated most about this employee

5. Other comments

6. Were last year's goals successfully attained?

7. Goals and Objectives for the coming year

B. Review of job/position description completed with employee. Is job description still accurate? Has the job changed? Suggested job description changes will be reviewed by the Synod Executive after the evaluation process is complete.

Supervisor's Initials _____

Employee's Initials _____

C. Employee Comments/Responses (if any):

Evaluating Committee Chair Signature: _____

Date: _____

Employee Signature: _____

Date: _____

Synod Executive Signature: _____

Date: _____

SYNOD OF THE PACIFIC (PCUSA)

NAME: _____

REVIEW DATE: _____

APPRAISAL PERIOD FROM: _____ TO: _____

SECTION IV: SELF- EVALUATION OF JOB PERFORMANCE

This page is to be completed only by the person being reviewed. This stays with the Evaluating Committee.

1. What areas of your responsibility do you find particularly enjoyable?

...particularly frustrating?

2. To what extent were last year's Performance Objectives met?

3. What factors contributed to your ability to meet or not meet these objectives?

4. What are your stated Goals and Objectives for next year?

SYNOD OF THE PACIFIC (PCUSA)
SECTION V: INPUT FROM OTHERS
(Committees, Associates, Staff)

STAFF NAME: _____

EVALUATOR: _____

You have been selected to provide input relative to the performance evaluation of the staff member noted above. Your responses to the five questions below will provide added insight to the overall evaluation process. All responses are confidential and will be summarized for the staff person as part of their performance review. Use the back side if more space is needed. Your assistance in this process is greatly appreciated. This form will stay with the personnel review committee.

When completed, please return to _____

1. In what capacity have you worked with the staff person being evaluated?

2. What do you see as this employee's strengths?

3. Where do you see opportunities for growth for this employee?

4. What are the ways you see God at work through this employee's life and work

5. What are some of the things you appreciate most about this employee?

6. Other comments would you make that might be helpful:



Emerging Need Grant Fund Application Form

Synod Administration Manual (SAM), Appendix M and Section 10.1.7.1

INSTRUCTIONS TO APPLICANT:

For expedient processing, please email your completed form to lindsay@synodpacific.org.

If you wish to mail the application, please note that it will take longer to process your application. The Synod mailing address: Synod of the Pacific – P.O. Box 964, Petaluma, CA 94953.

Please supply all requested information and attachments. Synod office staff will determine the completeness of the application. Incomplete application packages will be returned.

Please:

- Copy the application into your word processor and complete all parts.
- Limit the narrative responses as indicated on the form.
- Include with your application the routing form which is completed by Synod staff.

GRANT PURPOSE:

An Emerging Need is defined as current year funding for an unexpected, collaborative mission or mission support need. Subsequent year funding for this need will not be available from this fund. Examples: a situation requiring a meeting for the member presbyteries' COM/CPM Chairs, a First Call Pastors retreat, a Church Development consultation, gatherings to discuss emerging issues of the Presbyterian Church (USA), Racial-Ethnic gatherings, or other collaborative consultation and/or emerging mission and/or issue of the Synod partnership.

GRANT GUIDELINES:

Please see the Synod Administration Manual (SAM), Title 10, paragraph 10.1.6 for all of the guidelines. The link to SAM: <https://synodpacific.org/synod-administrative-manual/>

Guidelines for both approval criteria and application requirements are contained as questions and the following.

- The proposed project must benefit more than one congregation.
- Grants will be issued for one year only.
- Funding preference will be given to proposed projects which display a greater degree of connection to our member congregations, presbyteries, and validated ministries.

GRANT AWARD PROCESS:

- Applications shall be addressed and submitted to the Synod office.
- **Applications will be accepted and acted upon during the next quarterly cycle.**
- Applications forms are reviewed for completeness.
- Application content is weighed against the Fund criteria and available funding.
- Applications are referred to the Mission Partnership Committee which shall evaluate and approve or disapprove the applications and refer them to the Synod central office staff for implementing action or filing if application is not approved.
- Synod staff informs the applicant of the decision on this application.
- **Approved applications are funded as soon as is practical.**
- Other applications are filed.
- The Mission Partnership Committee reports its decisions and rationale to the next Stated Synod Assembly.

**SYNOD OF THE PACIFIC, PRESBYTERIAN CHURCH (U.S.A.)
MISSION PARTNERSHIP COMMITTEE
EMERGING NEED GRANT FUND APPLICATION**

FUNDING NEED DATE: Funding must be received no later than: _____.

Project Title: _____

Project Summary: (Please provide a five-line project summary: what need is served, who and how many are served, where and how services are provided, and how the beneficiaries' lives and the community's quality of life are different as a result.)

Project Management Name & Address: _____

Sponsoring Presbytery: _____

(Please note that the sponsoring Presbytery shall be a member of Synod of the Pacific, PC(U.S.A.). The sponsor shall act as the fiduciary for this project – assuring that Synod funds are spent as requested in the application – or are returned to the Synod.)

Sponsoring Fiduciary Contact: _____

Sponsoring Fiduciary Address: _____

Sponsoring Fiduciary Telephone Number: _____

Grant Amount Requested: \$ _____.

Total Annual Cost of the Project: \$ _____.

Budgets: Please attach a copy of the full project budget for **this** application year. Please also include your **forecast funding by source**, and **forecast expense amounts by category** until the activity is incorporated in the requestor's annual operating budget or becomes otherwise self-sustaining.

EMERGING NEED GRANT FUND APPLICATION

Project Title: _____

1. What is the mission of this project?
2. How does your project seek to achieve its mission? (Who serves? Whom does it serve? In what context/community?)
3. How does your project achieve and evaluate the success of its mission?
4. How does the project meet the mission of the Emerging Need Grant Fund?
5. How does the project meet the Emerging Need Grant Fund's criteria?
 - The proposed project must benefit more than one congregation.
 - Grants will be issued for one year only.
 - Funding preference will be given to proposed projects which display a greater degree of connection to our member congregations, presbyteries, and validated ministries.
6. What is needed to achieve your mission?
7. How have you sought resources outside of the Synod for sustainability of your project and which sources have been successful? Attach a list of your project's funding sources, both current and projected amounts.
8. How will the funds you have requested from this project be used and incorporated into your church budget? Please provide a budget.
9. After grant funding ends, will this project be funded until it is incorporated into your budget or becomes otherwise self-sustaining? ____ No ____ Yes.
10. How would you restructure your plan in the absence of this grant?

**EMERGING NEED GRANT
PROJECT-END EVALUATION**

Project Title: _____

1. What was the mission of this project?
2. How did your project seek to achieve its mission? (Who served? Whom did it serve? In what context/community?)
3. How did your project achieve and evaluate the success of its mission?
4. How did the project meet the mission of the Emerging Need Grant Fund?
5. How did the project meet the Emerging Need Grant Fund's criteria?
 - The proposed project must benefit more than one congregation.
 - Grants will be issued for one year only.
 - Funding preference will be given to proposed projects which display a greater degree of connection to our member congregations, presbyteries, and validated ministries.
6. What was needed to achieve your mission?
7. How have you sought resources outside of the Synod for sustainability of your project and which sources have been successful? Attach a list of your project's funding sources current and projected and amounts.
8. How have the funds you have requested from this project been used and incorporated into your church budget? Please provide a budget.
9. Since grant funding has ended, has this project been funded in other ways, incorporated into your budget, or otherwise become self-sustaining? ____ No. ____ Yes.

EMERGING NEED GRANT FUND APPLICATION**Project Title:** _____**Information for Contact Person in charge of Emerging Need Grant Project:**

Name: _____

Relationship to Project: _____

Address: _____

Cell Phone: _____ Other Phone: _____

Email Address: _____

Person authorized to sign the application: I certify that I am authorized to sign this application and that the information contained herein is true and correct and that the Applicant agrees to the terms and conditions of this Fund request.

–The Presbytery’s Synod Commissioners are aware of the content of this application.____ (initial).

–As Project Fiduciary, I certify that all project funds shall be used for the purpose(s) described in this application or that I shall return the funds to the Synod.____ (initial).

–I will submit a report at the end of this grant period summarizing our experience.____ (initial).

Signature: _____ **Date:** _____**Title:** _____**Printed Name:** _____

Please arrange for this application to be reviewed and signed by the appropriate person or body (Stated Clerk, Executive Presbyter, Mission Strategy Committee, etc.) of your presbytery.

Person authorized to endorse this application for the Presbytery:

I (Name): _____ of _____ Presbytery have reviewed this application and the Presbytery supports its consideration.

Signature: _____ **Date:** _____**Title:** _____**Printed Name:** _____



Hilda V. Thompson Grant Fund Application Form

Synod Administration Manual (SAM), Appendix N and Section 10.2.1

INSTRUCTIONS TO APPLICANT:

For expedient processing, please email your completed form to lindsay@synodpacific.org.

If you wish to mail the application, please note that it will take longer to process your application. The Synod mailing address: Synod of the Pacific – P.O. Box 964, Petaluma, CA 94953.

Please supply all requested information and attachments. Synod office staff will determine the completeness of the application. Incomplete application packages will be returned.

Please:

- Copy the application into your word processor and complete all parts.
- Limit the narrative responses as indicated on the form.
- Include with your application the routing form which is completed by Synod staff.

GRANT MISSION:

Grants from this fund are intended to start, or assist in starting, short-term, capacity-building projects leading to long-term, sustainable (by other funding means) medical missions in the United States.

GRANT GUIDELINES

Please see the SAM, Title 10, paragraph 10.2.6 for all of the guidelines. The link to SAM: <https://synodpacific.org/synod-administrative-manual/>. Guidelines for both approval criteria and application requirements are contained as questions and the following.

- Provide medical services for persons in need in the United States.
- Provide aid that relates directly to the persons involved.
- Ensure that no group of people will be deliberately excluded from being served.
- This is a one to three-year reducing grant, not to exceed an initial grant of \$15,000.

GRANT AWARD PROCESS:

- Applications shall be addressed and submitted to the Synod office.
- Applications will be received quarterly and reviewed for completeness.
- Application content is weighed against the Fund criteria and available funding.
- Applications are referred to the Mission Partnership Committee which shall evaluate and approve or disapprove the applications and refer them to the Synod central office staff for implementing action or filing if application is not approved.
- Synod staff informs the applicant of the decision on this application.
- Funds are distributed as soon as practical – or – application is terminated.
- The Mission Partnership Committee reports its decisions and rationale to the next Stated Synod Assembly.

DO NOT SUBMIT THIS PAGE WITH YOUR APPLICATION

SYNOD OF THE PACIFIC, PRESBYTERIAN CHURCH (U.S.A.)
MISSION PARTNERSHIP COMMITTEE
HILDA V. THOMPSON MEDICAL MINISTRY GRANT FUND APPLICATION

Project Title: _____

Project Summary: (Please provide a five-line project summary: what need is served, who and how many are served, where and how services are provided, and how the beneficiaries' lives and the community's quality of life are different as a result.)

This is the **First/Second/Third** year of Hilda V. Thompson Medical Ministry funding (Circle One).

Project Management Name and Address: _____

Sponsoring Congregation and Presbytery: _____

(Please note that the sponsoring Congregation shall be a member of a Presbytery in the Synod of the Pacific, PC (U.S.A.). A Presbytery of this Synod may sponsor a project. The sponsor shall act as the fiduciary for this project – assuring that Synod funds are spent as requested in the application – or are returned to the Synod.)

Sponsoring Fiduciary Contact: _____

Sponsoring Fiduciary Address: _____

Sponsoring Fiduciary Telephone Number: _____

Grant Amounts Requested. (for the number of years grant funding is requested)

First Year:	Second Year:	Third Year:	Total Amount:
\$ _____	\$ _____	\$ _____	\$ _____
	<i>(if any)</i>	<i>(if any)</i>	

Total Annual Cost of the Project:

First Year:	Second Year:	Third Year:	Fourth Year:	Fifth Year:
\$ _____	\$ _____	\$ _____	\$ _____	\$ _____

Budgets: Please attach a copy of the full project budget for **this** application year. Please also include your **forecast funding by source**, and **forecast expense amounts by category** until the activity is incorporated in the requestor's annual operating budget or becomes otherwise self-sustaining.

HILDA V. THOMPSON MEDICAL MINISTRY GRANT FUND APPLICATION
*For **First-Year Grants** and for **Second** or **Third-Year Renewal** (circle one).*

Project Title: _____

1. What is the mission of this project?
2. How does your project seek to achieve its mission? (Who serves? Whom does it serve? In what context/community?)
3. How does your project achieve and evaluate the success of its mission?
4. How does the project meet the mission of the Hilda V. Thompson Medical Ministry Grant?
5. How does the project meet the Hilda V. Thompson Medical Ministry Grant Fund criteria?
 - Provide medical services for persons in need in the United States.
 - Provide aid that relates directly to the persons involved.
 - Ensure that no group of people will be deliberately excluded from being served.
 - This is a one to three-year reducing grant, not to exceed an initial grant of \$15,000.
6. What is needed to achieve your mission?
7. How have you sought resources outside of the Synod for sustainability of your project and which sources have been successful? Attach a list of your project's funding sources current and projected and amounts.
8. How will the funds you have requested from this project be used and incorporated into your church budget? Please provide a budget.
9. After grant funding ends, will this project be funded until it is incorporated into your budget or becomes otherwise self-sustaining? ____ No. ____ Yes.
10. How would you restructure your plan in the absence of this grant?

**HILDA V. THOMPSON MEDICAL MINISTRY GRANT
YEAR-END EVALUATION**

*For **First Year Grants** and for **Second or Third Year Renewal** (circle one).*

Project Title: _____

1. What was the mission of this project?
2. How did your project seek to achieve its mission? (Who served? Whom did it serve? In what context/community?)
3. How did your project achieve and evaluate the success of its mission?
4. How did the project meet the mission of the Hilda V. Thompson Medical Ministry Grant?
5. How did the project meet the Hilda V. Thompson Medical Ministry Grant Fund criteria?
 - Provide medical services for persons in need in the United States.
 - Provide aid that relates directly to the persons involved.
 - Ensure that no group of people will be deliberately excluded from being served.
 - This is a one to three-year reducing grant, not to exceed an initial grant of \$15,000.
6. What was needed to achieve your mission?
7. How have you sought resources outside of the Synod for sustainability of your project and which sources have been successful? Attach a list of your project's funding sources current and projected and amounts.
8. How have the funds you have requested from this project been used and incorporated into your church budget? Please provide a budget.
9. When grant funding has ended, will this project be funded in other ways, incorporated into your budget, or otherwise become self-sustaining? ____ No. ____ Yes.

**HILDA V. THOMPSON MEDICAL MINISTRY
GRANT FUND APPLICATION****Project Title:** _____**Information of Contact Person in charge of Hilda V. Thompson Grant Project:**

Name: _____

Relationship to Project: _____

Address: _____

Cell Phone: _____ Other Phone: _____

Email Address: _____

Person authorized to sign the application: I certify that I am authorized to sign this application and that the information contained herein is true and correct and that the Applicant agrees to the terms and conditions of this Fund request.

–The Presbytery’s Synod Commissioners are aware of the content of this application. ____ (initial).

–As Project Fiduciary, I certify that all project funds shall be used for the purpose(s) described in this application or that I shall return the funds to the Synod. ____ (initial).

–I will submit a report at the end of this grant period summarizing our experience. ____ (initial).

**Failure to submit a Project’s Prior Grant Year Evaluation
Report will preclude further grant award consideration.**

Signature: _____ **Date:** _____**Title:** _____**Printed Name:** _____

Please arrange for this application to be reviewed and signed by the appropriate person or body (clerk, Executive Presbyter, Mission Strategy Committee, etc.) of your presbytery.

Person authorized to endorse this application for the Presbytery:

I (Name): _____ of _____ Presbytery have reviewed this application and the Presbytery supports its consideration.

Signature: _____ **Date:** _____**Title:** _____**Printed Name:** _____



Opportunity Grant Fund Application Form

Synod Administration Manual (SAM), Appendix O and Section 10.1.7.1

INSTRUCTIONS TO APPLICANT:

For expedient processing, please email your completed form to lindsay@synodpacific.org.

If you wish to mail the application, please note that it will take longer to process your application. The Synod mailing address: Synod of the Pacific – P.O. Box 964, Petaluma, CA 94953.

Please supply all requested information and attachments. Synod office staff will determine the completeness of the application. Incomplete application packages will be returned.

Please:

- Copy the application into your word processor and complete all parts.
- Limit the narrative responses as indicated on the form.
- Include with your application the routing form which is completed by Synod staff.

GRANT PURPOSE:

This grant is established to fund multi-participant mission opportunity projects for up to two years that benefit more than one of the Synod's member presbyteries and/or their member congregations and that may become long-term mission programs of their participants, funded by other sources available to the participants after the Opportunity Grant funding has expired.

GRANT GUIDELINES:

Please see the SAM, Title 10, paragraph 10.3.6 for all of the guidelines. The link to SAM: <https://synodpacific.org/synod-administrative-manual/Guidelines> for both approval criteria and application requirements are contained as questions and the following.

- The proposed project benefits more than one of the Synod's congregations or presbyteries.
- Grants are for one year with the possibility of renewing the grant for a second year.
- Preference will be given to proposed projects that are facilitated primarily by volunteer labor rather than paid staff.

GRANT AWARD PROCESS:

- Applications shall be addressed and submitted to the Synod office.
- Applications will be accepted and processed within the quarterly cycle.
- Applications forms are reviewed for completeness.
- Application content is weighed against the Fund criteria and available funding.
- Applications are referred to the Mission Partnership Committee which shall evaluate and approve or disapprove the applications and refer them to the Synod central office staff for implementing action or filing if disapproved.
- Synod staff informs the applicant of the decision on this application.
- Funds are distributed as soon as practical – or – application is terminated.
- The Mission Partnership Committee reports its decisions and rationale to the next Stated Synod Assembly.

OPPORTUNITY GRANT FUND APPLICATION**Project Title:** _____

Project Summary: (Please provide a five-line project summary: what need is served, who and how many are served, where and how services are provided, and how the beneficiaries' lives and the community's quality of life are different as a result.)

This is the **First** / **Second** year of Opportunity Grant funding (please circle one).

Project Management Name and Address: _____**Sponsoring Congregation and Presbytery:** _____

(Please note that the sponsoring Congregation shall be a member of a Presbytery in the Synod of the Pacific, PC (U.S.A.). A Presbytery of this Synod may sponsor a project. The sponsor shall act as the fiduciary for this project.)

Sponsoring Fiduciary Contact: _____**Sponsoring Fiduciary Address:** _____**Sponsoring Fiduciary Telephone Number:** _____**Grant amounts requested.** (for the number of years grant funding is requested)

First Year:	Second Year:	Total amount:
\$ _____	\$ _____	\$ _____
	(if any)	

Total annual cost of the project:

First Year:	Second Year:	Third Year:	Fourth Year:
\$ _____	\$ _____	\$ _____	\$ _____

Budgets: Please attach a copy of the full project budget for **this** application year. Please also include your **forecast funding by source**, and **forecast expense amounts by category** until the activity is incorporated in the requestor's annual operating budget or becomes otherwise self-sustaining.

OPPORTUNITY GRANT FUND APPLICATION
*For **First-Year Grants** and for **Second-Year Renewal** (circle one).*

Project Title: _____

1. What is the mission of this project?
2. How does your project seek to achieve its mission? (Who serves? Whom does it serve? In what context/community?)
3. How does your project achieve and evaluate the success of its mission?
4. How does the project meet the mission of the Opportunity Grant Fund?
5. How does the project meet the Opportunity Grant Fund criteria?
 - The proposed project benefits more than one of the Synod's congregations or presbyteries.
 - Grants are for one year with the possibility of renewing the grant for a second year.
 - Preference will be given to proposed projects that are facilitated primarily by volunteer labor rather than paid staff.
6. What is needed to achieve your mission?
7. How have you sought resources outside of the Synod for sustainability of your project and which sources have been successful? Attach a list of your project's funding sources current and projected and amounts.
8. How will the funds you have requested from this project be used and incorporated into your church budget? Please provide a budget.
9. After grant funding ends, will this project be funded until it is incorporated into your budget or becomes otherwise self-sustaining? ____ No. ____ Yes.
10. How would you restructure your plan in the absence of this grant?

**OPPORTUNITY GRANT
YEAR-END EVALUATION**

*For **First-Year Grants** and for **Second-Year Renewal** (circle one).*

Project Title: _____

1. What was the mission of this project?
2. How did your project seek to achieve its mission? (Who served? Whom did it serve? In what context/community?)
3. How did your project achieve and evaluate the success of its mission?
4. How did the project meet the mission of the Opportunity Grant Fund?
5. How did the project meet the Opportunity Grant Fund criteria?
 - The proposed project benefits more than one of the Synod's congregations or presbyteries.
 - Grants are for one year with the possibility of renewing the grant for a second year.
 - Preference will be given to proposed projects that are facilitated primarily by volunteer labor rather than paid staff.
6. What was needed to achieve your mission?
7. How have you sought resources outside of the Synod for sustainability of your project and which sources have been successful? Attach a list of your project's funding sources current and projected and amounts.
8. How have the funds you have requested from this project been used and incorporated into your church budget? Please provide a budget.
9. When grant funding has ended, will this project be funded in other ways, incorporated into your budget, or otherwise become self-sustaining? ____ No. ____ Yes.

OPPORTUNITY GRANT FUND APPLICATION**Project Title:** _____ **First/Second Year** (*circle one*)**Information of Contact Person in charge of Opportunity Grant Project:**

Name: _____

Relationship to Project: _____

Address: _____

Cell Phone: _____ Other Phone: _____

Email Address: _____

Person authorized to sign the application: I certify that I am authorized to sign this application and that the information contained herein is true and correct and that the Applicant agrees to the terms and conditions of this Fund request.

–The Presbytery’s Synod Commissioners are aware of the content of this application. ____ (initial).

–As Project Fiduciary, I certify that all project funds shall be used for the purpose(s) described in this application or that I shall return the funds to the Synod. ____ (initial).

–I will submit a report at the end of this grant period summarizing our experience. ____ (initial).

**Failure to submit a Project’s Prior Grant Year Evaluation
Report will preclude further grant award consideration.**

Signature: _____ **Date:** _____**Title:** _____**Printed Name:** _____

Please arrange for this application to be reviewed and signed by the appropriate person or body (clerk, Executive Presbyter, Mission Strategy Committee, etc.) of your presbytery.

Person authorized to endorse this application for the Presbytery:

I (Name): _____ of _____ Presbytery have reviewed this application and the Presbytery supports its consideration.

Signature: _____ **Date:** _____**Title:** _____**Printed Name:** _____

**Appendix P Commissioner Forms (Section 2.2.2.1)**

TO: COMMISSIONERS, OFFICERS, STAFF AND CORRESPONDING MEMBERS

RE: POLICY STATEMENT IN REGARD TO CONFLICT OF INTEREST

At its meeting in October 1991, the Synod of the Pacific adopted the policy statement set forth below. Commissioners, officers, staff, and corresponding members are requested to read the policy and to sign its qualifying endorsement. The signed document may be returned to the Synod Office no later than the Annual Meeting in October, or mailed to P.O. Box 964, Petaluma, CA 94953.

It is the policy of the Synod of the Pacific that all Commissioners, Officers, and elected staff persons shall take all necessary actions to avoid any conflict between their own respective individual interests and the interests of the Synod of the Pacific in any and all actions taken by them on behalf of the Synod of the Pacific in their representative and/or administrative capacities. All Commissioners, Officers and elected staff persons shall at all times act in compliance with governmental statutes, ordinances and regulations relating on conflicts of interest.

In the event any Commissioner, Officers or elected staff person shall have any direct or indirect interest in, or relationship with, any individual or organization which proposes to enter into any transaction with the Synod of the Pacific for the sale, purchase, lease or rental of property, or to render or employ services, personal or otherwise, said Commissioner, Officer or elected staff person shall give written notice of such interest or relationship to the Stated Clerk of the Synod of the Pacific, who shall report that notice to the Synod and enter the same in the minutes of the next subsequent meeting thereof.

No person having such a conflict of interest or relationship shall exert influence or participate in the decision-making process of the Synod of the Pacific relating to the matter of the conflict, and shall have no vote in committees or plenary sessions of the Synod regarding the same.

This policy statement shall be furnished to each Commissioner, Officer, and elected staff person upon its adoption, and shall be signed by said persons prior to their individual participation in the affairs of the Synod of the Pacific.

I HAVE READ THIS POLICY STATEMENT OF THE SYNOD OF THE PACIFIC, AND HEREBY AGREE TO COMPLY WITH THE CONDITIONS SET FORTH THEREIN.

Signature

Date

Print Name



Appendix P Commissioner Forms (Section 2.2.2.1)

Synod of the Pacific Photo Release Form

I hereby grant the Synod of the Pacific (Synod) permission to use my likeness in a photograph in any of its publications, including its website, without payment or any other consideration.

I understand and agree that these materials will become the property of the Synod and will not be returned.

I hereby irrevocably authorize the Synod to edit, alter, copy, publish or distribute this photo for purposes of publicizing the Synod's programs and services. In addition, I waive the right to inspect or approve the finished product.

I hereby hold harmless and release and forever discharge the Synod from all claims, demands and causes of action which I, my heirs, representatives or any other persons acting on my behalf of my estate have or may by reason of this authorization.

I am over 18 years of age and am competent to contract in my own name. I have read this release before signing below and fully understand the contents, meanings and impact of this release.

Signature

Date

Print Name

DO NOT COMPLETE THE INFORMATION BELOW THIS LINE UNLESS YOU DO NOT AUTHORIZE THE SYNOD OF THE PACIFIC TO PUBLISH ANY PHOTOS OF YOURSELF.

I do not authorize the Synod of the Pacific to publish my photographs in any of its publications, including the website.

Signature

Date

Print Name



APPENDIX Q

Policy Statement and Guidelines for Child Abuse Prevention, Reporting, and Child/Youth/Vulnerable Adult Protection

Revised July 22, 2024

Purpose: The purpose of this policy statement and guidelines are to establish that the Synod of the Pacific (Synod), in accordance with Book of Order requirements, encourages all PC(USA)councils to adopt a child and youth protection policy and further encourages that all policies have provision for the protection of vulnerable adults.

Scope: As the Synod is not a programmatic synod, it does not have programs or projects directly involving children, youth, or vulnerable adults. However, the Synod does provide grants to groups that provide such programs and projects and the Synod requires that such organizations have a child and youth protection policy. The Synod has policies concerning discrimination, reasonable accommodation, harassment, sexual misconduct, child sexual abuse, child abuse prevention, and children in the workplace, etc., which all constitute our policies for the prevention, reporting, and investigation of the abuse of children, youth, and vulnerable adults.

Minimum Policy Standards: The PC(USA) has clearly stated the responsibility for guarding the physical, psychological, emotional, and spiritual safety of those in their care lies with each council. It is not the purview of the Synod to create policies for other councils, such as sessions or presbyteries. As Synod member presbyteries come from several states, it is the responsibility of each council to follow their state and local laws and the requirements of the Book of Order. By way of example, child and youth protection policies should meet the following minimum standards:

- **Screening Process:** a specific screening process for all employees and volunteers who may work with children, youth, or vulnerable adults should be followed. For instance, a written application, personal references and reference checks, and an interview process.
- **Record Retention:** records of screening, background checks, and reference checking should be maintained as required by state and/or federal law.
- **Periodic Training:** training in policies and procedures should be scheduled at least every 36 months for all employees and volunteers in positions with children and vulnerable adults. The training should include a basic orientation to the facts about child, youth, and vulnerable adult abuse; a rationale for the emphasis on protecting these groups from abuse; a description of the church's policies governing ministry with children, youth, and vulnerable adults; and identification of mandated reporters and the process for reporting suspected abuse and required responses to allegations of abuse.

Emphasis should be placed on the fact that risk reduction is for the benefit of vulnerable individuals, employees, volunteers, leadership, and the Church Universal.



APPENDIX R

Separation Ethics Policy Applicable to Former Called, Elected, or Hired Staff (Section 8.12.10)

This Separation Ethics Policy is to assure a smooth transition when a separation of called, elected or hired staff occurs. It is not intended to deny friendships, relationships or contacts outside of the work place. In all cases, at the end of a called, elected or hired staff relationship with the Synod of the Pacific, it is imperative that the departing member of staff observe appropriate ethical standards. The Synod must be free, in all respects, to make adjustments needed for changes in its leadership and staffing both during an interim period and then in a new permanent staff relationship, if there be one.

When dissolution of the relationship is announced, the departing staff member shall make clear, in both written communications and personal conversations, that the staff relationship will end on a specific date. Following that date, it is the responsibility of the Synod to oversee its mission and ministry. It is ethically inappropriate for a departed member of Synod staff to try to influence the mission and ministry of their previous position following the date of dissolution.

In the case that Synod contracts with a former staff member of Synod for personal services, the rights and privileges of staff are not automatically extended unless specifically stated in said contract. Former staff members of Synod are to be active in their involvements or leaderships roles in the Synod only as required by contract.

The following are specific responsibilities incumbent upon a former member of the Synod staff::

1. All professional relationships and responsibilities with the Synod shall end as of the effective date of the dissolution of employment.
2. The former staff member of Synod shall refrain from behaviors that may, be opinions or, criticisms, deter the mission and ministry of the Synod or the performance of its staff.
3. The former staff member of Synod may discuss the affairs of the Synod with possible candidates for employment with the Synod, but shall not take the initiative in such discussion.
4. The former staff member of Synod may participate in the life of the Synod to the degree that participation is extended to any other member of a presbytery. While a former called, elected or hired staff member of Synod, may serve in a pastoral relationship with a congregation within the bounds of the Synod – in either temporary or called status – or serve in some specialized ministry within the geographic and/or ecclesiastical bounds of the Synod, it is not appropriate for this member of Synod elected staff to have any functions which relate to the individual's former staff assignments or service except by explicit invitation from the Synod, as extended by the Synod Executive with the consent of the appropriate Committee on Personnel.
5. For a period of not less than one (1) year after the dissolution of the staff relationship or one (1) year after the employment of a successor, whichever is later, the Synod Executive or or appropriately designated staff member of the Synod shall assist the former member of Synod staff to both understand and abide by the ethics of separation, assist the Synod in observing appropriate ethical boundaries in relationships with the former member of staff.

Synod of the Pacific PC(USA) Acknowledgement of Separation Ethics Policy of the Synod of the Pacific

The undersigned Called, Elected or Hired Staff person hereby acknowledges that he or she has received a copy of the Separation Ethics Policy of the Synod of the Pacific as delineatd in the Synod Administrative Manual, has read it, understand it, and acknowledge that it applies to him or her.

Signature

Printed Name

Street Address, City, State, Zip Code

Date

Please sign, date and provide the information requested above and return the "Acknowledgement" to the Synod of the Pacific office to the attention of the Director of Business Services.

APPENDIX S

Synod of the Pacific



Loan Guidelines

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I. INTRODUCTION

The Synod of the Pacific has an extended history, dating back to the 1950's, of lending to member churches, presbyteries, and constituent organizations within its bounds. In the late 1980's the Synod established the Investment Service so that churches/organizations could deposit their funds for a high yield return while funding the Loan Service. Today, each of these programs stands at approximately \$36 million dollars in assets/liabilities.

The Synod's Investment and Loan Service is also underwritten by a bank line of credit which insures continual liquidity for investors and available funds for lending.

The Synod of the Pacific's Loan Service provides flexibility and an understanding of Presbyterian Church needs and operations that cannot typically be found with commercial lenders.

So why does the Synod of the Pacific have a Loan Service? The primary purpose is to provide capital funding for member congregations and specialized ministries, presbyteries, and constituent organizations. Such purposes include:

- Purchase of property and/or church buildings
- Church construction and renovation
- Capital debt refinancing or consolidation
- Permanent amortized financing
- Low interest loans to improve the energy efficiency of the congregation/organization

The secondary purpose of the Loan Service is to support Presbyterian programs by returning the majority of its net service revenue back to member presbyteries as Mission Partnership Funds. This revenue is a major source of funding for mission programs, and allows the Synod of the Pacific to be a net resource contributor, rather than a net resource user.

The Synod of the Pacific provides loans from two fund sources, each of which offers several types of loans:

- **SYNOD INVESTMENT AND LOAN SERVICE FUND**
 - Amortized Loans (AMOR)
 - Secured Lines of Credit (SLOC)
 - Unsecured Lines of Credit (ULOC)
 - Low Interest "Green" Loans (GRN)
- **JAMES M. MUZZY LOAN FUND**
 - Muzzy Amortized Loans (JMM)
 - Muzzy Line of Credit (MLOC)
 - Low Interest Insurance Loans (INS)
 - Equity Share Loans (EQU)

The primary purpose of the James M. Muzzy Revolving Loan Fund is to provide capital funding for congregations with special financial needs. Such purposes include:

- For congregations up to 125 members, new church developments, racial-ethnic congregations, and churches with special financial needs, loans for capital projects and purchases, and debt refinancing.
- For congregations up to 250 members, loans for funding of equity sharing agreements.

- For congregations of all sizes, low interest loans for projects that prevent insurance losses.

The Synod has a limited supply of James M. Muzzy funds. Careful stewardship of these funds is required to meet the needs of these congregations both now and in the future.

Oversight of all loan services rests with the Synod of the Pacific through its Mission Finance Committee. The Mission Finance Committee periodically reviews the Synod's Investment and Loan policies and procedures. When needed, MFC recommends changes to the next Stated Synod Assembly.

II. AVAILABILITY AND ALLOCATION OF FUNDS

If the Synod experiences an excess of demand over resources, priority will be given to the following loan types:

- Construction loans and other forms of short-term financing over long-term mortgage loans.
- Small loans over large loans.
- Loans to churches with exemplary Mission Giving histories. (See Section V)
- Loans to churches with a history of Investment Service deposits. Churches are especially encouraged to deposit their building fund revenues as they are received.

III. APPLICATION FORMS

Application forms are available on our website (www.synodpacific.org), by request from the Synod office, or from presbytery staff.

The following forms are available:

FORM	PURPOSE
A	New Loan requests from Churches (Line of Credit, Amortized, and Green)
B	New Loan requests from Presbyteries
O	New Loan requests from Affiliated Organizations
R	Renewal of existing Line of Credit (for additional 2 years) Renewal of existing Amortized Loan (for additional 5 years) Conversion of Line of Credit to Amortized
S	Supplemental Loan Application
M	James M. Muzzy Loan requests (Amortized, Line of Credit, Insurance and Equity Share)
V	Review of terms for existing James M. Muzzy Loans

When you submit your application, you will be required to provide supplemental documentation, such documentation includes, but is not limited to:

- Current and Prior Year annual budget.
- Prior Year Balance Sheet and Revenue/Expense Statement.
- Current Year interim Balance Sheet and Revenue/Expense Statement.
- Preliminary drawings, bids, and estimates (only as applicable)

IV. APPLICATION AND APPROVAL PROCESS¹

Initial informal consultation with the Presbytery and Synod as to affordability of the project and the availability of funds is recommended.

Loan Applications Forms are posted on the Synod website at www.synodpacific.org, under the Loan Section, or may be obtained by contacting the Synod's Loan Coordinator. It is imperative that all areas of the application are completed so that the Synod is able to obtain the best picture of the financial health of the church/organization.

After completion of an application, congregation and/or session approval is required, and should be obtained in accordance with the Book of Order. The Clerk of Session executes the original application, attesting that proper approval has been obtained.

All applications should be sent directly to the Presbytery. Once received:

- The Presbytery must approve the application and co-sign the loan (Guaranty of Debt Repayment).
- The Presbytery must also provide the Synod with a copy of their most recent Annual Audited or Reviewed (*per the Book of Order G-3.0113*) Financial Statements.
- The application must be signed by an authorized officer of the Presbytery Corporation.
- A Financial Plan for funding the project and repayment of all debt will be carefully developed by the Session together with the Presbytery. Once developed, the Presbytery must approve this financial plan.
- Presbytery oversees the project being financed, monitors the financial health of the congregation, and insures that all loan terms, conditions, and covenants are being met.

Ordinarily, the Synod will not accept a loan application until it has been reviewed and approved by the Presbytery. However, at the Presbytery's request, because of meeting schedules and deadlines, the Synod may consider the loan application concurrent with Presbytery's. The Synod's approval would then be contingent upon Presbytery approval.

The Synod's application approval process is as follows:

- All loans that meet the approved Synod Loan Guidelines are reviewed and approved by the Mission Finance Committee². The Committee shall report all approved loans to the next Stated Synod Assembly. Normally, loan approvals can be obtained in February, May, August, and October. Applications must be received by the Investment and Loan Coordinator by the 10th day of the month prior to the scheduled meeting date (e.g., an application for February's meeting is due January 10th).

¹ Simpler rules and procedures apply for loans to Presbyteries. This document is designed primarily for use by congregations and specialized ministries.

² A Mission Finance Committee quorum must be present, including a majority of its voting members and representatives of at least three presbyteries.

- The Mission Finance Committee may convene between meetings to consider a loan application for approval. Such approvals are reported to the next Stated Synod Assembly.

Any waiver request related to financial considerations or construction requirements must be submitted in writing as part of the loan application and must also be approved by Presbytery and the Mission Finance Committee.

The Synod Mission Finance Committee has the right to place certain contingencies on any loan approval. These contingencies are placed on the approval to protect the applicant, presbytery, and the Synod. Synod staff will periodically verify that all loan contingencies are in place during the life of the loan and will work with parties to correct any deficiencies. If deficiencies are not corrected, the Synod may consider the loan in default and will take any action necessary to correct the default.

As the guarantor, any presbytery that has a member congregation participating in the Synod's Loan Service agrees to provide the Synod's Mission Finance Committee with a written guarantee and financial information, as requested.

V. LOAN FEES

The Synod of the Pacific charges an Initiation or Processing fee once the application has been approved. This fee is to help cover the cost of reviewing and processing the applicant's loan. The Initiation or Processing fee also solidifies the commitment between the Synod and the applicant congregation/organization regarding the loan.

These fees may be changed from time to time by the Mission Finance Committee. Changes to fees are reported to the next Stated Synod Assembly.

The Synod's current fee schedule is published on the Synod website (www.synodpacific.org).

VI. LOAN UNDERWRITING CRITERIA

Mission Giving Considerations

The Presbyterian Church (U.S.A.) relies on the connections between congregations, presbyteries, synods, and the General Assembly to nurture and support each other's mission, and to make possible much work that would be beyond the resources of any one body. Synod of the Pacific supports the connectional church by providing loans and other financial services at favorable rates and terms, and by being a net funding resource to our congregations and presbyteries. At the same time, the Synod relies on the connectional church for operating funds in the form of per capita contributions from presbyteries. Because of the importance of this connectional cycle, priority in the loan approval process will be given to those congregations with good Mission Giving histories. Churches with good Mission Giving histories may also be eligible for discounts of up to 0.75% on interest rates. For more details on these discounts, please refer to Section VIII. Mission Giving Discount.

Churches are encouraged to give 10% of their Current Operating Budget³ to Presbyterian General Mission.

For the purposes of loan applications, all General Mission giving that is remitted through the Presbytery or Synod, toward projects of the Presbytery, Synod Partnership or General Assembly,

³ *Current Operating Budget* includes all church revenue except revenue related to building campaigns and affiliated activities such as management of a day care center or rental property.

are considered. This includes the following:

- GA and Presbytery/Synod Unified Giving
- Per Capita Apportionments
- Directed Giving (to within-budget projects)
- Special Offerings
 - Peace and Global Witness
 - One Great Hour of Sharing
 - Theological Education Fund
 - Pentecost
 - Christmas Joy
 - Presbyterian Disaster Relief
- Extra Commitment

Loan Portfolio Diversity

In order to mitigate the risk inherent with concentrated investments, the total of all loans made by the Synod to any one borrower is generally limited to 15% of available loan funds⁴.

Line of Credit and Amortized Loans

In general, Synod loan approval is based on the ability of the church to pay back the loan. Current debt, payment history, cash reserves, equity in property, income and expenses for the past few years, ratio of debt to income, ratio of debt to membership, changes of membership and revenue over the past few years, presbytery approval and many other factors go into making this decision.

Although individual loans may vary depending on these and other factors, there are general parameters for an acceptable loan:

- Applicant church/organization must have at least 10% of total project on hand or already expended on project.
- Total debt payments after financial campaigns completion must not exceed 20% of the Current Operating Budget estimated at the time loan payments commence.
- Normally the average annual giving per family unit (Operations plus Building Campaign giving) should not exceed 6% of the average family income.
- Total loans to property value should not exceed 75%.

James M. Muzzy Loans

Although JMM Loans are designed specifically for churches which have special financial needs, a financial plan for funding the project and repaying all debt on a timely basis will be carefully developed by the session and the Presbytery. Credit standards are a less important part of Muzzy Loan underwriting, but it is necessary for the church to demonstrate an ability to repay the loan as agreed.

VII. RATES AND TERMS

In order to maintain financial stability, Loan and Investment Interest Rates are based on the

⁴ Available Loan Funds are equal to Investment Fund deposits.

internal cost of funds. Interest rates will be changed from time to time by the Mission Finance Committee. Any changes to interest rates will be reported to the next Stated Synod Assembly. Current interest rates are published on the Synod website (www.synodpacific.org).

Synod Investment and Loan Services Loans

See below for information on each type of loan offered from funds of the Synod of the Pacific: Synod Line of Credit loan, Synod Amortized load, and Synod Green loan.

Synod Line of Credit loans

The line of Credit loan offered by the Synod of the Pacific has a maximum term of two (2) years. The term period begins with the first loan draw. Interest rates are fixed for the life of the loan and based on the published rate at the time of loan approval. A discount of up to 0.75% is available based on **Mission Giving** history.

A congregation may draw on its loan, up to the approved limit, via an authorized signor⁵, at any time. No draws are permitted if the loan is beyond term, or if payments are in arrears.

Payment of interest only is required on a monthly basis.

At the end of the term, a Synod Line of Credit loan must be:

- Paid off; or
- Renewed for ONE additional two-year term with the Synod at the then-current interest rate; or
- Converted to a Synod Amortized loan; or
- Refinanced though a bank or other lender.

In order to convert a Synod Line of Credit to a Synod Amortized loan, the loan must be in good standing (i.e., payments current, in compliance with Synod loan covenants, etc.).

Synod Amortized Loans

Amortized loans offered by the Synod of the Pacific have a maximum term of five (5) years and a maximum amortization schedule of twenty-five (25) years. The interest rate is fixed for the length of the term and based on the published rate at the time of loan approval. A discount of up to 0.75% is available based on **Mission Giving** history.

Amortized loan payments (interest and principal) are required on a monthly basis.

At the end of each term, a Synod Amortized loan must be:

- Paid off; or
- Renewed for another term with the Synod; or
- Refinanced through a bank or other lender.

Renewal with the Synod will be subject to approval by the Mission Finance Committee. Interest will be at the then-current published interest rate. The amortization schedule will be reduced by the length of the previous term. Changes in interest rates will affect how much of each payment is applied to interest, and how much is left to be applied to principal. Thus, if interest rates drop, the loan will be paid off more quickly than scheduled. If interest rates rise the loan will be paid off less quickly than scheduled. In extreme cases, where interest rates rise dramatically, monthly

⁵ *Authorized Signors* for loan transactions are named on the loan application and may be changed by the Clerk of Session on the congregation's letterhead. The Synod will abide by any additional draw restrictions imposed by the congregation. In the absence of other instructions, draw requests can be made by phone, fax, mail, or email.

payments will be increased to prevent negative amortization, which is never allowed.

Monthly payments may be recalculated after a lump sum pay-down of at least 10% of the balance and at the borrower's request. The adjustment will be calculated at the current rate, using the same end date for amortization.

Green Loans

The Synod of the Pacific makes available Green loans which are used to fund projects that will reduce a congregation's carbon footprint while improving the facilities with energy efficient upgrades. Synod Green loans may also be used for ADA compliance and projects for improving the physical and/or auditory accessibility. Other projects can include deferred maintenance such as roofing, water heaters, piping, electrical, painting, parking lots and similar projects.

The interest rate for a Green loan is based on the published rate at the time of loan approval. Green Loans do not qualify for Mission Giving discounts.

The maximum total balance of a Green loan to any one congregation, at any given time, is \$150,000.

Green loans of \$50,000 or more may be amortized over fifteen (15) years; loans under \$50,000 are amortized over ten (10) years.

James M. Muzzy Loans

See below for information on each type of James M. Muzzy loan: Muzzy Line of Credit loan, Muzzy Amortized loan, Muzzy Equity Share loan, and Muzzy Insurance loan.

Muzzy loans are funded in a lump sum upon request. Partial draws are only available through the Muzzy Line of Credit loan.

James M. Muzzy Line of Credit Loans

The maximum term for a Muzzy Line of Credit loan is one year. The term period begins with the first loan draw. Interest rates are fixed for the life of the loan and are based on the published rate at the time of the first draw. A discount of up to 0.750% is available based on **Mission Giving** history.

A borrower may draw on its loan up to the approved limit, via an authorized signor, at any time. No draws are permitted if the loan is beyond term, or if payments are in arrears.

Payments of interest only are required on a monthly basis.

At the end of the term, a Muzzy Line of Credit loan must be:

- Paid off; or
- Converted to a Synod loan or Muzzy Amortized loan; or
- Refinanced through a bank or other lender.

In order to convert a Muzzy Line of Credit to a Muzzy Amortized loan, the loan must be in good standing (i.e. payments current, in compliance with Synod loan covenants, etc.).

James M. Muzzy Amortized Loans

Muzzy Amortized loans have a maximum term of five (5) years and a maximum amortization schedule of twenty-five (25) years. The interest rate is fixed for the length of the term and based on the published rate at the time of loan approval. A discount of up to 0.75% is available based

on **Mission Giving** history.

Amortized loan payments (interest and principal) are required on a monthly basis.

At the end of each term, a Muzzy Amortized loan must be:

- Paid off; or
- Renewed for another term with Synod; or
- Refinanced through a bank or other lender.

Renewal with the Synod will be subject to approval by the Mission Finance Committee. Interest will be at the then-current published interest rate. The amortization schedule will be reduced by the length of the previous term.

James M. Muzzy Equity Share Loans

Muzzy Equity Share loans have a maximum term of five (5) years and a maximum amortization schedule of twenty-five (25) years. The maximum amount for an Equity Share Loan is \$250,000. The interest rate is fixed for the length of the term and based on the published rate at the time of loan approval. A discount of up to 0.75% is available based on Mission Giving history.

Equity Share loan payments (interest and principal) are required on a monthly basis.

At the end of each term, a Muzzy Equity Share loan must be:

- Paid off; or
- Renewed for another term with the Synod; or
- Refinanced through a bank or other lender.

Renewal with the Synod will be subject to approval by the Mission Finance Committee. Interest will be at the then-current published interest rate. The amortization schedule will be reduced by the length of the previous term.

James M. Muzzy Insurance Loans

The interest rate for Muzzy Insurance loans is based on the published rate at the time of loan approval. Insurance Loans do not qualify for Mission Giving discounts on rates. The maximum amount of an Insurance loan is \$50,000. The maximum amortization is ten (10) years. Muzzy Insurance loans may be used for the purpose of insurance mitigation, asbestos abatement, mold and mildew removal, and removal of lead paint hazards.

In the event of delinquent payments, a late payment penalty of \$25 per month will be charged.

VIII. MISSION GIVING DISCOUNT

The Presbyterian Church (U.S.A.) relies on the connections between congregations, Presbyteries, Synods, and the General Assembly to nurture and support each other's mission, and to make possible much work that would be beyond the resources of any one body. Synod of the Pacific supports the connectional church by providing loans and other financial services at favorable rates and terms, and by being a net funding resource to our congregations and Presbyteries.

At the same time, the Synod relies on the connectional church for operating funds in the form of mission giving and per capita contributions from congregations. Because of the importance of this connectional cycle, priority in the loan approval process will be given to those congregations with good Mission Giving histories. Also, congregations with good Mission Giving histories may be eligible for discounts of up to 0.75% on interest rates.

Congregations are encouraged to give 10% of their Current Operating Budget to Presbyterian General Mission. For the purposes of loan applications, all giving that is directed through the Presbytery or Synod Partnership or General Assembly are considered. This includes the following:

- GA and Synod Unified Giving
- Per Capita Apportionments
- Directed Giving (to within-budget projects)
- Special Offerings:
 - Peace and Global Witness
 - One Great Hour of Sharing
 - Theological Education Fund
 - Pentecost
 - Christmas Joy
 - Presbyterian Disaster Relief
- Extra Commitment

Discounts of up to 0.75% off the standard interest rates for Lines of Credit, Amortized, and James M Muzzy loans are available based on a borrower's Mission Giving History:

10.0% or higher	0.75% discount
7.0% to 9.9%	0.50% discount
5.0% to 6.9%	0.25% discount

Discounts are based on the previous calendar year's qualified Mission Giving, and are calculated by staff as part of the loan approval process based on review of financial statements, Mission Treasury statements, and other sources. The discount is set for the term of the loan, or 5 years, whichever is shorter. Discounts are recalculated at all renewals, conversions, and adjustment periods.

If, at the discretion of Synod staff, the previous calendar year is deemed to not fairly represent the applicant's Mission Giving history, a different calculation period may be used. The Mission Finance Committee reserves the right to review the Mission Giving status of a borrower at times other than those noted above.

Applicants that are not typically mission giving entities, such as presbyteries, camps, or conference centers, etc., will receive a discount of 0.50% off the current benchmark interest rate.

IX. LOAN DRAWS

Upon completion of the loan documentation process, the loan will be ready for funding. Draws may be disbursed by the following:

TYPE	DELIVERY TIME
Check	3 – 5 days
ACH	Next Business Day

Draws must be requested by one of the authorized persons named on the Corporate Resolution document.

All funds will be sent directly to the congregation or wired to the congregation's bank account. No funds will be disbursed should the loan become delinquent or out of compliance.

X. PROVISIONS FOR SYNOD INVESTMENT AND LOAN SERVICES LOANS

Line of Credit & Amortized Loans

There is an initiation (commitment) fee for all Line of Credit and Amortized loans. A fee will also be assessed on any renewal, conversion, or restructuring of existing debt. These fees are published on the Synod website (www.synodpacific.org). The initiation fee is calculated on the approved limit of each loan. The fee is due and payable immediately at the time of loan approval. For conversions or renewals, the applicant may request the initiation fee be rolled into the balance of the loan if it does not exceed the approved loan amount. The Synod reserves the right to charge the fee against the existing loan balance if the fee is not paid within sixty (60) days. Initiation fees are nonrefundable. If the balance of a loan being converted or renewed, or the requested loan amount of a new loan, is reduced by more than 10% within 30 days of approval, the initiation fee invoice will be revised and reissued. For changes of less than 10%, or later than 30 days after approval, no change will be made in the initiation fee.

Monthly interest will vary depending on the daily loan balance, the interest rate in effect, and the number of days since the last payment.⁶

Additional principal may be paid at any time without penalty.

Upon a lump sum pay-down of at least 10% of the balance of an Amortized loan, and at the request of the borrower, the fixed monthly payment amount may be adjusted. This adjustment will be calculated at the current published rate, using the same end date for amortization.⁷

A monthly statement will be sent the first week of each month, covering all activity for the preceding month. Payment is due and payable upon receipt. Payments must be received at the designated payment address before the end of that current month in order to avoid compounded interest charges. ***All late payments are a serious concern and may require presbytery intervention.***

There is an interest rate penalty for all out of term loans. If a Loan goes beyond term without having been renewed or refinanced, the interest rate may increase by 1%, and by an additional 1% at each anniversary of the end-of-term date.

If the loan is not drawn on within six months of approval, the loan authorization will be canceled. Extensions may be available, at the discretion of staff, and upon payment of an extension fee (extension fees are calculated as follows: the original initiation fee divided by 6 months, times the requested number months of extension).

The Mission Finance Committee reserves the right to revise interest rates in the event there is a change in banking relationships, or an increase in its cost of borrowing.

⁶ Monthly interest charge is calculated as follows: $(\text{Annual Interest Rate}) \div 360 \times (\text{number of days}) \times (\text{Principal Balance})$. If the interest rate or principal balance changes during the month, calculate interest separately on each combination, then add them together. For example, if the interest rate changes from 7.0% to 6.5% on the 12th of June, and the principal balance changes from \$100,000 to \$90,000 on the 27th of June, the calculation of June's interest is as follows: $(.070 \div 360 \times 11 \times \$100,000) + (.065 \div 360 \times 15 \times \$100,000) + (.065 \div 360 \times 4 \times \$90,000) = 549.72$.

⁷ Example: A loan with a \$500,000 original amount had a payment of \$3,369, which was based on an interest rate of 5.25% and a 20 year amortization. Now, three years later, the balance is \$452,000 and the current interest rate is 6.0%. The congregation pays down \$50,000, leaving a balance of \$402,000, and requests a payment adjustment. The new payment would be \$3,148, which is based on a 6.0% interest rate for the remaining 17 years of the original amortization period.

Any Synod loan is made available only for the term of that loan. There is no promise or guarantee that the Synod will be able to either extend or refinance that loan beyond the original term. Extension or refinancing is not an automatic process. There are many factors to consider, including the Synod's availability of funds, the congregation's financial status, and the congregation's past compliance with loan covenants.

Green Loans (GRN)

Green Loans are available to help congregations make eco-friendly improvements to their facilities. Other projects can include deferred maintenance. Green Loans are available to any congregation within the Synod bounds regardless of size. Examples of qualifying improvements are:

- Replacing old windows with energy-efficient windows
- Converting building heating system to solar energy
- Installing energy-efficient water sprinklers
- Replacing old toilets with low-flow toilets
- Other energy-saving measures
- Roofing, water heaters, piping, electrical, painting, parking lots

The maximum total balance of Green loans to any one congregation, at any given time, is \$150,000.

Green loans of \$50,000 or more may be amortized over fifteen (15) years; a Green loan under \$50,000 is amortized over ten (10).

XI. PROVISIONS FOR JAMES M. MUZZY LOANS

There is a processing fee associated with all James M. Muzzy loans. This fee will be assessed with all new loans, reviews, conversions or refinancing of existing debt. The processing fee is a set fee that has been approved by the Mission Finance Committee of the Synod and is published on the Synod website (www.synodpacific.org). The fee will be due and payable at the time of the loan application approval. Approved but not yet funded loans will be cancelled if the Processing fee is not paid within sixty (60) days. Processing fees are nonrefundable. The Mission Finance Committee reserves the right, in the case of James M. Muzzy loan reviews, to charge the processing fee against the existing loan if the fee is not paid within sixty (60) days.

Equity Share Loans (EQU)

The Muzzy fund specializes in loans to congregations for the purpose of funding equity sharing agreements. Equity Sharing loans are available to congregations of no more than 250 members, in amounts up to \$250,000. Note: The Synod does not enter into equity-sharing agreements with pastors. Congregations can borrow from the Synod and use the funds to enter into an equity-sharing agreement with their pastor. Please contact Synod loan staff for assistance with all aspects of equity-sharing.

A congregation may also use a James M. Muzzy loan to assist a pastor with housing by purchase or renovation of a manse or offering a second amortized loan. The terms of the arrangement with the pastor are subject to review by the Synod during the loan approval process.

Insurance Loans (INS)

Through the James M Muzzy fund, low interest loans are available to congregations for projects that prevent insurable losses. Insurance Loans are available to congregations of all sizes. The

major ongoing insurance risk facing congregations is loss from fire. However, there are other losses that affect premiums. Examples of qualifying loans include:

- Central Station Alarms
- Automatic Sprinkler Systems
- Locks, safes, and other security or anti-vandalism measures
- Re-piping, or replacement of mechanical components to avert water damage
- Repair of trip/fall hazards (i.e., substandard lighting)
- Removal and repair of damaged areas due to mildew or insects
- Removal of hazardous materials (i.e., asbestos abatement, mold and mildew removal, and removal of lead paint hazards)
- Other preventative measures

Low interest insurance loans may not be used for earthquake refitting projects and are not available to congregations involved in new construction or major renovation projects that require installation of sprinkler systems, re-piping, and central station alarms in accordance with code requirements.

Funds are available each year on a first come, first served basis. The maximum total balance of Insurance Loans to any one congregation at any given time is \$50,000.

Other James M. Muzzy Loans

Eligibility

Muzzy loans (other than Insurance and Equity-Share loans) are available only to congregations or presbyteries (for use by specific congregations or new church developments). The congregation must demonstrate extraordinary financial need, or fit one or more of the following special situations:

- New church development
- Small congregation (less than 125 members)
- Racial-ethnic congregation
- Church with earthquake, flood damage, or similar uninsurable damage

Uses of Funds

Muzzy loans are only available for capital projects, including:

- Site and/or building purchase
- Building construction or renovation
- Debt restructuring or consolidation

Other Considerations

The availability of other sources of funding must be considered before a James M. Muzzy loan is granted. The Presbyterian Investment and Loan Program (PILP) of the PC (USA) offers a number of loans to congregations. Also, there may be presbytery loan funds available. A James M. Muzzy loan may be combined with GA, Synod, or Presbytery loans to create a suitable financial package.

No more than \$250,000 in James M. Muzzy loans may be granted to a congregation at any one time, including Muzzy loans made to the presbytery on behalf of a particular congregation, but not including Insurance or Green loans.

If the building or site is sold before being developed and utilized for the mission program for which it was purchased, or if a portion of the site is sold off as excess property, the Synod will share proportionately with the titleholder in any capital gain or loss.

XII. SPECIAL PROVISIONS FOR SITE OR BUILDING PURCHASE

Title to the property shall be fee-simple and entirely without any reversionary interests.

Soil testing must be done before the site is purchased to assure that the selected site is suitable for building.

An environmental audit is required for sites which have been previously developed for the purpose of identifying any potential toxic waste problems.

All properties must be protected by property insurance (full replacement value including at least 25% over building limit for Debris Removal and Increased Cost of Construction due to local ordinances or laws) plus liability insurance (at least 1 million per occurrence, 3 million aggregate) from date of purchase.

XIII. SPECIAL PROVISIONS FOR CONSTRUCTION OR RENOVATION

All construction and renovation shall comply with all local building codes and zoning regulations.

The congregation has a basic mission responsibility to comply with the Americans with Disabilities Act (ADA) accessibility requirements. Emphasis in design and construction must be given to handicapped access including but not limited to: 1) Ramp installations 2) Elevator installations 3) Restroom modifications 4) Parking for the disabled 5) Curb cuts 6) Illumination and sound system modifications.

As part of the congregation's stewardship of the environment, care must be taken to protect the planet. Buildings must be constructed and maintained with a concern for energy and water conservation. Special care should be taken in the use of toxic materials and in the disposal of asbestos or other toxic wastes. Landscaping should be designed to minimize the use of water and chemicals.

The Presbytery shall give assurance that a competent business procedure has been established for the receiving and disbursing of all construction funds. Payment to contractors should be made only as work has been inspected and approved by an architect, engineer, or project manager who is independent of the contractor.

All contractors, architects, and engineers must be Equal Employment Opportunity employers.

All contractors must be licensed and bonded. All contractors must carry and provide evidence of liability limits not less than One (1) Million Dollars. The church shall be named as additional insured on contractor's liability policy. The contractor's liability insurance must not be secondary to the congregation's own insurance or require the congregation's insurance to contribute to claims payment. All contractors must also provide proof of worker's compensation insurance coverage.

All construction contracts must be AIA or DBIA contracts (NO custom contracts) and shall carry a Performance Bond supplied by the contractor. Performance Bonds may be costly (up to 10% of the construction cost), thus it is important to include it in the budget from the beginning.

All properties must provide proof of property and liability insurance, with an endorsement for

Course of Construction⁸ insurance on the project naming the Synod of the Pacific as additional insured.

The architectural/engineering AIA contract (NO custom contracts) shall specify the maximum budget allocation available for construction purposes – and shall state further that should bids received be more than 10% higher than the budget allocation (20% for rehabilitation work), the architect/engineer shall revise the contract documents without additional cost to the congregation/Presbytery until an acceptable bid is received. Make sure all architectural/engineering firms have Errors and Omission Insurance.

XIV. SPECIAL PROVISIONS FOR LOANS OUTSIDE SYNOD BOUNDARIES

Notwithstanding all other sections of these guidelines, when the Synod provides a loan to a borrower outside the geographical boundaries of Synod of the Pacific, the following special provisions apply:

All such loans, regardless of size, must be secured by a first lien Deed of Trust on real property, and be covered by Title Insurance.

In the event of fund imbalances, Loans and Custodial Deposits from outside the Synod will be the first to be blocked.

At the discretion of the committee, subcommittee, or commission authorized to implement special rate and term provisions, such may or may not be applied to loans outside Synod boundaries.

XV. SPECIAL PROVISIONS FOR PARTICIPATION LOANS

The Synod may enter into secured Participation Loans with the Presbyterian Investment and Loan Program (PILP), as funds are available. These loans will be underwritten, and approved, following other sections of these loan guidelines and an individual loan will not exceed 15% of available loan funds (Investment Fund deposits).

The Synod will have an ownership interest in the loan collateral equal to its participation percentage. Participation Loans can be for a PC (USA) church or related organization property within or outside of synod geographic boundaries. Loan applications from congregations, presbyteries or related organizations within the Synod bounds will be considered before PILP Participation Loans, subject to available funds.

XVI. FINANCIAL SECURITY

All loan proceeds must be used exclusively for their intended purpose as presented in the financial plan of the application.

Every loan will be secured by a Promissory Note signed by two corporate officers of the church, and two corporate officers of the Presbytery.

All loans over \$25,000 will be secured by a Deed of Trust. Should a congregation have more than one loan, if the total amount of indebtedness is more than \$25,000, a Deed of Trust will be secured for the total amount of the loans. All Synod Deed of Trusts must be held in first-lien position. Synod of the Pacific will not subordinate its lien position to another entity, except

⁸ *Course of Construction Insurance* is property and liability coverage for the new building or renovation as it is being built. Coverage excludes theft of materials that are not an integral part of the building, at the time of the loss.

under the following conditions:

- There is a U.S. Government lien or Small Business Administration loan
- If the Presbyterian Investment & Loan Program (PILP) is the primary or majority lender

All loans requiring a Deed of Trust will also require standard ALTA Title Insurance and if applicable, a performance & payment bond.

Synod loans may also be secured by a lien against an investment of equal or greater value. This investment must be maintained until the loan is paid in full.

No additional debt may be incurred that is not part of the original financial plan, without the written permission of the Synod.

All loans shall become immediately due and payable when a congregation sells any portion of any real property on which a Synod loan has been made or at such time as the borrower is no longer under the jurisdiction of the PC (USA).

XVII. LOAN DELINQUENCY AND RECAPTURE

Purpose

Loan Accounts that are past due represent the single biggest risk to the Synod Loan Service. Even slightly past due accounts must be taken seriously, and substantially past due or non-performing accounts jeopardize the loan service's financial health, our relationship with the Synod's Bank and with our auditors, and our ability to fund new loans.

Congregation, Presbytery, and Synod approvals must be done with the clear understanding that no matter how urgent and worthy a need, a poorly performing loan jeopardizes the Synod's ability to fund all other loans, many of which will be just as urgent and worthy. All approvers must be mindful that all loan security provisions will be enforced, including requiring payments by guarantors and foreclosures.

Strict enforcement of collection procedures is seen as a service to a church and its Presbytery. Every attempt will be made to help a borrower identify and address any financial problems before they are insurmountable, preventing further delinquencies that may require more drastic action.

Any exceptions to this procedure, such as a loan modification request, must be submitted to the Mission Finance committee via formal request from the borrower; Synod staff will not accept any verbal/informal requests.

Periodically: All Loans

Monthly:	Provide Loan Aging report to all Presbytery Executives
Quarterly:	Review status of Past Due Accounts at every Mission Finance Committee meeting
Annually:	Review status of all accounts for possible adjustment to "Write Off for Bad Debt" on December 31, each year
Annually:	Request, collect, and review Annual Financial Statements of all loans with a balance over \$1,000,000 or with more than one past-due payment during the previous calendar year

30 days Past Due

- Carbon copy Loan Statement, marked Past Due, to Presbytery Executive for information

and action

30 days Past Due Repeatedly

- Send letter of concern with loan statement, copied to Presbytery Executive and Synod Director of Business Services
- Annual review of financial statements

60 days Past Due

All of above, plus...

- Letter of concern to Clerk of Session, copied to Pastor, Presbytery Executive, Synod Exec, Synod Director of Business Services, and Mission Finance Committee Chairperson
- Phone contact with presbytery regarding resolution of past due status
- Begin charging interest on past due interest

90 days Past Due

All of above, plus...

- Phone contact directly with Church Representative regarding non-payment status
- Demand Letter to Clerk of Session, with copies to Pastor, Presbytery Executive, Synod Exec, Mission Finance Committee Chair
- Monthly review of financial statements

120 days Past Due

All of above, plus...

- Written request to Presbytery Executive and Church for consultation within 30 days. Negotiate the following possibilities (not limited to) depending upon the loan type and situation:
 - Formulate official request to Mission Finance Committee for specific forbearance
 - Presbytery to assume payments
 - Alternative funding to cover debt
 - Sale of Assets

XVIII. SYNOD RESERVES AND COST OF FUNDS

Reserves

The Synod recognizes that the lending of money necessarily involves the risk that some losses may occur. Therefore, an adequate reserve for losses will be maintained. Loans will be reviewed in accordance with risk factors outlined by Synod's auditors. A reserve equal to approximately one percent (1%) of the total outstanding loan balance will be established and adjusted annually.

Synod Cost of Funds

The definition of *Costs of Funds* is: "The interest cost that a financial institution must pay for the use of money".

The Synod's ***Internal Cost of Funds*** is then the cost of holding money from depositors. This includes the interest the Synod pays the depositors plus the overhead cost involved with running the Synod Investment and Loan Service.