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

ADMINISTRATIVE MANUAL

October 8, 2026

Synod of the Pacific
P.O. Box 964
Petaluma, CA 94953
707-765-1772
Fax: 707-765-4467
www.synodpacific.org

Originally published as the "Synod of the Pacific of the Presbyterian Church (U.S.A.) Administrative Manual [February 2008]" by authority of the Commissioners of the Synod of the Pacific, adopted February 9, 2008, at the 94th Stated Meeting of the Synod of the Pacific of the PC(USA).

Title updated to Synod Administrative Manual (SAM). Amended and republished by authority of the Commissioners of the Synod of the Pacific as of these dates:

2008		05/10/2008	10/11/2008
2009	02/14/2009	05/09/2009	10/10/2009
2010		05/07/2010	10/22/2010
2011		05/13/2011	10/14/2011
2012		05/11/2012	10/10/2012
2013		05/10/2013	10/11/2013
2014		05/09/2014	10/10/2014
2015		05/08/2015	10/09/2015
2016		05/13/2016	
2017		05/12/2017	10/13/2017
2018		05/11/2018	10/05/2018
2021	02/15/2021	08/16/2021	10/08/2021
2022			10/07/2022
2023		05/04/2023	
2024		05/02/2024	10/04/2024
2025			12/11/2025
2026		05/07/2026	10/08/2026

TABLE OF CONTENTS

TITLE 1: INTRODUCTION
- Chapter 1: Official Synod Administrative Manual and Policy Code
- Chapter 2: Logo, Mission, and Vision

TITLE 2: BYLAWS
- Preamble
- Chapter 1: Commissioners
- Chapter 2: Meetings
- Chapter 3: Synod Officers
- Chapter 4: Committees and Commissions
- Chapter 5: Synod Staff
- Chapter 6: Legal and Ethical Compliance
- Chapter 7: The Synod Corporation and Related Entities
- Chapter 8: Amendments and Dissolution

TITLE 3: PERMANENT COMMITTEES
- Chapter 1: Permanent Committee Organization
- Chapter 2: Coordinating Committee [CC]
- Chapter 3: Nominating Committee [NOM]
- Chapter 4: Committee on Representation [COR]
- Chapter 5: Mission Support Committee [MSC]
- Chapter 6: Finance Committee [FIN]
- Chapter 7: Personnel Committee [PER]
- Chapter 8: Special Committees

TITLE 4: ETHICS / CONFLICTS OF INTEREST
- Chapter 1: Prohibitions
- Chapter 2: Whistleblower Policy
- Chapter 3: Conflict of Interest Policy

TITLE 5: MINUTES AND RECORDS POLICY
- Chapter 1: Minutes
- Chapter 2: Records Classification and Retention

TITLE 6: ADMINISTRATIVE MANUAL POLICY
- Chapter 1: Administrative Policy Authority
- Chapter 2: Administrative Manual Policy Adoption
- Chapter 3: Administrative Manual Custodian
- Chapter 4: New Policy Dissemination

TITLE 7: FISCAL YEAR, BUDGET, MISSION PARTNERSHIP FUNDING CONSULTATION AND AUDIT
Chapter 1: Fiscal Year
Chapter 2: Budget
Chapter 3: Mission Partnership Funding Consultation Process
Chapter 4: Audit and Financial Review Policy

TITLE 8: PERSONNEL GOVERNANCE
Chapter 1: Purpose and Applicability
Chapter 2: Authority and Oversight
Chapter 3: Called and Elected Leadership
Chapter 4: Required Policies and Protections
Chapter 5: Personnel Forms and Documentation
Chapter 6: Amendments and Review

TITLE 9: FUNDS AND FUND ADMINISTRATION
Chapter 1: Unrestricted Reserves Policy
Chapter 2: Investment and Managing of Synod Funds
Chapter 3: Synod's Investment Service

TITLE 10: FUNDS ADMINISTERED BY MISSION SUPPORT COMMITTEE
Chapter 1: Emerging Need Grant Fund
Chapter 2: Hilda V. Thompson Medical Ministry Fund
Chapter 3: Opportunity Grant Fund
Chapter 4: Presbyterian Leadership Formation Program Fund

TITLE 11: FOUNDATIONS FOR RIGHT RELATIONSHIP
Chapter 1: Purpose and Scope
Chapter 2: Anti-Racism Policy
Chapter 3: Sexual Misconduct, Harassment, and Abuse Policy
Chapter 4: Policy Statement and Guidelines for Child Abuse Prevention, Reporting, and Child, Youth, and Vulnerable Adult Protection
Chapter 5: Boundary Training Policy

TITLE 12: REAL PROPERTY OWNERSHIP AND MANAGEMENT
Chapter 1: Zephyr Point Presbyterian Conference Center

APPENDICES
Appendix A: Grant Forms
- Emerging Need Grant Application (Section 10.1.7.1)
- Hilda V. Thompson Medical Ministry Project Proposal Application
- Opportunity Grant Fund Application (Section 10.3)

Appendix B: Commissioner Forms
- Conflict of Interest
- Photo Release

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. Synod. The Synod of the Pacific ("Synod") is a council of the Presbyterian Church (U.S.A.) consisting of the Presbyteries of Cascades, Eastern Oregon, Nevada, North Central California, Redwoods, San Francisco, San Joaquin, San Jose, and Snake River, located in the states of California, Idaho, Nevada, Oregon, and Washington.

B. Incorporation. The Synod is incorporated as a California religious corporation named the "Synod of the Pacific" ("Corporation").

C. Governing Documents. The Synod is governed by the Constitution of the Presbyterian Church (U.S.A.), consisting of the Book of Confessions and the Book of Order, and by these Bylaws. Robert's Rules of Order Newly Revised shall apply where consistent with the Constitution and these Bylaws. These Bylaws are adopted pursuant to G-3.0105 and G-3.04 of the Book of Order and the California Corporations Code ("Code").

Chapter 1. Commissioners

2.1.1 Delegated Synod Structure. The Synod shall be governed by Commissioners elected by its presbyteries as provided in this Chapter and shall be the directors of the Corporation for purposes of the Code. The Corporation has no members for purposes of the Code.

2.1.2 Election and Representation. Each presbytery shall elect four commissioners: two ruling elders and two Ministers of Word and Sacrament, ordinarily with balanced representation of gender and at least one racial-ethnic person, unless an exception is granted. The Synod shall determine the basis of election and the ratio of commissioners with the consent of a majority of its presbyteries (Book of Order G-3.0401).

2.1.3 Terms. Commissioners shall serve a three-year term and may be re-elected for one additional term. Terms shall commence on October 1 and conclude on September 30. A person who has served two consecutive terms must rotate off for at least one year. Commissioners who miss three consecutive meetings without excuse shall be considered to have resigned.

2.1.4 Vacancy. A vacancy or vacancies in the board of directors shall be deemed to exist on the occurrence of the following:

a. The death, resignation or removal of any director, including removal under the Constitution of the Presbyterian Church (U.S.A.).

b. The declaration by resolution of the board of directors of a vacancy of the office of a director who has been declared of unsound mind by an order of court or convicted of a felony or has been found by final order or judgment of any court to have breached a duty under the Code.

2.1.5 Resignations. Except as provided in this paragraph, any director may resign, which shall be effective on giving written notice to the officers of the Corporation or the board of directors, unless the notice specifies a later time for the resignation to become effective. If the resignation of a director is effective at a future time, the board of directors may elect a successor to take office when the resignation becomes effective. No director may resign when the corporation would then be left without a duly elected director or directors in charge of its affairs.

2.1.6 Filling Vacancies. Vacancies on the board of directors may be filled by the presbytery that originally elected the director or by the sole remaining director.

2.1.7 Other Participants. The Synod Executive, presbytery executives, and presbytery stated clerks, may be enrolled as corresponding members with voice but no vote. The Moderator of Presbyterian Women of the Synod shall be enrolled with voice and vote.

Chapter 2. Meetings

2.2.1 Regular and Annual Meetings. The Synod shall meet at least twice annually with one designated as the Annual Meeting. The dates and locations shall be determined by the Synod at a prior meeting**.** Synod meetings shall be open to all individuals and partner organizations supportive of the Synod's ministry. Such persons may be granted privilege of the floor without vote. Such guests who are Ruling Elders or Ministers of Word and Sacrament may be seated as corresponding members without vote. Synod meetings may be limited to Commissioners or otherwise closed as executive sessions or meetings with the Synod legal counsel. Synod meetings shall operate as board meetings of the Commissioners as directors of the Corporation.

2.2.2 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, who are commissioners, 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.

2.2.3 Notice. Written notice of any regular meeting and any proposed amendments to these bylaws shall be provided to all commissioners at least 30 days in advance.

2.2.4 Quorum. A quorum shall consist of at least ten Ministers of Word and Sacrament and ten Ruling elders, who are commissioners, representing at least six different presbyteries (Book of Order G-3.0405).

2.2.5 Electronic Meetings. The Synod, the Board of Directors, and its committees, boards, and other official entities of the Synod may meet by electronic means (e.g., Zoom, conference call), provided all participants can simultaneously hear one another and reasonable notice is given. Such meetings shall be conducted in accordance with the most recent edition of Robert's Rules of Order and Code section 9211.

2.2.6 Voting by Written Consent. The Commissioners acting as the Board of Directors may take action without a meeting only by unanimous written consent of all directors, as permitted by the Code Section 9211. Each commissioner must individually approve the action in writing or by electronic transmission that clearly states their consent to the specific action proposed. The resolution text must be included or referenced. All results of such written consents shall be included with the corporate records and minutes.

Committees and Commissions may also undertake action by unanimous written consent as outlined above. All motions, resolutions, and other actions of the committees and commissions must be recorded in the official minutes of the committee or commission.

2.2.7 New Business. New business presented at a stated meeting shall ordinarily be referred to a committee. Consideration at the same meeting shall require approval by two-thirds of the commissioners present and voting.

Chapter 3. Synod Officers

2.3.1 Officers. The Synod shall have the following officers:

a. **Moderator and Vice Moderator**. The Moderator and Vice Moderator shall be elected annually from among the active commissioners. The Vice Moderator shall typically succeed the Moderator the following year. The Moderator shall preside at Synod meetings and serve as chair of the Coordinating Committee and as the chair of the Board of Directors of the Corporation. In the Moderator's absence or incapacity, the Vice Moderator shall preside. The Synod may assign additional duties to the Moderator or Vice Moderator.

b. **Synod Executive and Chief Executive Officer**. The Synod shall call and appoint a Synod Executive through a search and call process established by the Personnel Committee. The Synod Executive shall be a Ruling Elder or Minister of Word and Sacrament in good standing, but is not required to be a Commissioner. The Synod Executive shall serve as head of staff, subject to oversight by the Personnel Committee and the Synod. The Synod Executive serves at the pleasure of the Board of Directors. The Synod Executive shall be the ex officio chief executive officer ("CEO") of the Corporation and shall in general supervise and control all the business and affairs of the Corporation. The CEO may sign, with the secretary or any other proper officer of the Corporation authorized by the board of directors, any deeds, mortgages, bonds, contracts or other instruments that the board of directors has authorized to be executed, except in cases where the signing and execution thereof shall be specially designated by the board of directors or by these bylaws or by statute to some other officer or agent of the Corporation; and in general he or she shall perform all duties incident to the office of CEO and president and such other duties as may be prescribed from time to time by the board of directors.

c**. Stated Clerk**. The Stated Clerk shall be elected by the Synod for a three-year term and may be re-elected. The Clerk shall be a Ruling Elder or Minister of Word and Sacrament in good standing, but is not required to be a Commissioner. The Stated Clerk shall serve as Secretary of the Corporation and officer of ecclesiastical record. The Stated Clerk's operational responsibilities include recordkeeping, interpretation of the Constitution, and coordination with the General Assembly.

The Stated Clerk as the corporate Secretary shall keep or cause to be kept the minutes of the meetings of the board of directors in one or more books provided for that purpose, see that all notices are duly given in accordance with the provisions of these bylaws or as required by law, be custodian of the corporate records and of the seal of the corporation, see that the seal of the Corporation is affixed to all documents, the execution of which on behalf of the Corporation under its seal is duly authorized in accordance with the provisions of these bylaws, and in general perform all duties incident to the office of secretary and such other duties as pertain to the office or as prescribed from time to time by the board of directors

d. **Chief Financial Officer.** The Chief Financial Officer (CFO) shall be nominated by the Chief Executive Officer and confirmed by the board of directors and shall report to and serve at the pleasure of the Board of Directors. The CFO shall keep and maintain, or cause to be kept and maintained, adequate and correct books and accounts of the Corporation's properties and transactions. The CFO shall send or cause to be given to the

directors such financial statements and reports as are required to be given by law, by these bylaws or by the board of directors. The books of account shall be open to inspection by any director at all reasonable times.

The CFO shall deposit, or cause to be deposited, all money and other valuables in the name and to the credit of the Corporation with such depositories as the board of directors may designate, shall disburse the Corporation's funds as the board of directors may order, shall render to the Chief Executive Officer (Synod Executive), chairman of the board and the board, when requested, an account of all transactions as CFO and of the financial condition of the Corporation and shall have such other powers and perform such other duties as the board of directors or these bylaws may prescribe.

If required by the board of directors, the CFO shall give the Corporation a bond, in the amount and with the surety or sureties specified by the board, for faithful performance of the duties of the office and for restoration to the Corporation of all of its books, papers, vouchers, money and other property of every kind in the possession or under the control of the Treasurer on his or her death, resignation, retirement, or removal from office.

2.3.2 Officer Tenure. The Officers set forth in this Chapter 3 shall serve under the authority of the Synod and within the provisions of the Constitution of the Presbyterian Church (U.S.A.). The same person shall not hold more than one of these offices. Commissioners may not serve as officers or be employees of the Synod while serving as Commissioners. Any questions of tenure, accountability, or removal shall be addressed in accordance with the Constitution, including its provisions for ordered ministry and council oversight.

Chapter 4. Committees and Commissions

2.4.1 Standing Committees. The Synod shall have the following standing committees:

a. Coordinating Committee

b. Committee on Representation (Book of Order G-3.0103)

c. Nominating Committee (Book of Order G-3.0111)

d. Mission Support Committee

e. Finance Committee

f. Personnel Committee

Additional standing committees may be established by the Synod and all standing committees shall be described in the Synod Administrative Manual.

2.4.2 Membership and Representation. Standing committees shall be composed of Commissioners elected by the Synod, ordinarily upon nomination by the Nominating Committee. Committees shall be broadly representative of the presbyteries and of the diversity of the Synod, including a balance of Ministers of Word and Sacrament and Ruling Elders, gender, racial-ethnic identity, and geography. At least six different presbyteries should be represented on each committee.

2.4.3 Term and Election. Committee members shall be elected for three-year terms and may serve a second consecutive term. Elections shall take place at the Annual Meeting. Nominations may be made from the floor.

2.4.4 Committee Functioning. A majority of the voting members shall constitute a quorum for committee meetings. Chairs and vice chairs of each permanent committee shall be nominated by the Nominating

Committee and elected by commissioners. Each committee shall report regularly to the Synod through the Coordinating Committee or plenary sessions, as appropriate.

2.4.5 Commissions. The Synod may establish commissions in accordance with the Book of Order (G-3.0109, G-3.0405) for specific purposes and limited durations. The charter and authority of each commission shall be defined in writing and approved by the Synod or the Coordinating Committee.

2.4.6 Permanent Judicial Commission. There shall be a Permanent Judicial Commission (PJC) composed of eleven (11) members, one from each presbytery, plus two additional members from any presbytery. Members shall be nominated by the Nominating Committee and elected by the Synod for six-year terms (or in fulfillment of a partial term) in classes as nearly equal in number and gender as possible. The PJC shall elect its own moderator and clerk from its membership. The Stated Clerk is authorized to convene the PJC and preside until a moderator has been elected.

Chapter 5. Synod Staff

2.5.1 Purpose. The Synod may call, elect, hire, and employ staff to support its mission and administrative responsibilities, in accordance with the Book of Order G-3.0110 and applicable employment laws.

2.5.2 Executive Staff. The Synod may call other executive staff in consultation with the Synod Executive.

2.5.3 Personnel Policies. The employment, evaluation, supervision, compensation, and termination of staff shall be governed by the Synod's Employee Handbook and Administrative Manual, as amended from time to time. These documents shall be approved by the Synod or its designated committees and shall comply with applicable California and federal law.

2.5.4 Accountability. Synod staff are accountable to the Synod through structures established in these bylaws, the Synod Administrative Manual, and the Employee Handbook.

Chapter 6. Legal and Ethical Compliance

2.6.1 Conflict of Interest. The Synod shall maintain a written conflict of interest policy. Commissioners, officers, and employees must annually disclose potential conflicts and recuse themselves from decisions where a conflict exists. Procedures for review and approval of interested-person transactions are outlined in the Synod Administrative Manual.

2.6.2 Indemnification. To the fullest extent permitted by law, the Synod shall indemnify its directors, officers, employees, and agents against claims, liabilities, and expenses arising from their service to the Synod, provided such indemnification shall not extend to acts of fraud, intentional misconduct, or personal benefit in violation of law.

2.6.3 Compensation and Loans to Directors or Officers. The Synod shall not make loans to any director or officer of the Corporation, and the Commissioners shall not be entitled to compensation as directors of the Corporation.

2.6.4 Executive Compensation Review. The Personnel Committee, in consultation with the Synod Executive or other designated body, shall be responsible for review and approval of compensation of the Synod staff.

2.6.5 Compliance Documents. The Synod shall maintain and regularly review policies and procedures to ensure compliance with these Bylaws, the Constitution of the Presbyterian Church (U.S.A.), and applicable state and federal law.

2.6.6 Fiscal Year. The Synod's fiscal year shall begin on January 1 and end on December 31, unless otherwise determined by the Synod.

2.6.7 Records. The Synod shall maintain adequate and complete books, minutes, and records of account in accordance with the Book of Order and applicable law. Access to such records shall be governed by the Book of Order, applicable law, and the Synod's policies.

Chapter 7. The Synod Corporation and Related Entities

2.7.1 Corporate Status. The Synod shall be incorporated as a nonprofit religious corporation under the Code. It may also cause to be formed one or more additional nonprofit corporations to receive, hold, manage, or transfer property, or to carry out specific mission-related functions as authorized by the Synod. The Synod shall maintain a registered office and registered agent in the State of California as required by law.

2.7.2 Ecclesiastical Oversight. All property of every kind held by or entrusted to the Synod Corporation or to any related corporation formed by the Synod shall be managed in conformity with the Constitution of the Presbyterian Church (U.S.A.), including G-4.0101, and with the direction of the Synod. No such entity shall act independently of Synod direction in matters of property, governance, or mission.

2.7.3 Corporate Authority and Final Decision-Making. The Commissioners of the Synod , as the Board of Directors, may delegate specific authority to committees or officers, but final decision-making authority in all corporate matters rests with the Commissioners as the Board of Directors.

2.7.4 Formation and Governance of Related Entities. Any nonprofit corporation, agency, or institution formed or authorized by the Synod shall operate under governing documents approved by the Synod and shall remain subject to its jurisdiction. Such entities shall explicitly acknowledge the ecclesiastical authority of the Synod and conform to the Constitution of the Presbyterian Church (U.S.A.) and these Bylaws.

2.7.5 Reporting and Accountability. All corporations or entities related to the Synod shall submit an annual report to the Synod, including financial statements and summaries of activity. The Synod may assign an oversight committee to monitor the operations of any related entity and to bring recommendations to the Synod as appropriate.

2.7.6 Dissolution and Asset Transfer. No Synod-related corporation may be dissolved or its assets transferred without Synod approval. Upon dissolution, assets shall be distributed in accordance with the Constitution of the Presbyterian Church (U.S.A.), the Synod's trust obligations, and applicable provisions of California law.

Chapter 8. Amendments and Dissolution

2.8.1 Amendments. These Bylaws may be amended by a two-thirds vote of the Commissioners present and voting at any stated or special meeting of the Synod, provided that written notice of the proposed amendment has been distributed to commissioners at least 30 days prior to the meeting.

2.8.2 Interpretation. In the event of a conflict between these Bylaws and the Constitution of the Presbyterian Church (U.S.A.), the Constitution shall govern the ecclesiastical life of the Synod. In matters of corporate governance governed by California nonprofit law, the provisions of state law shall apply.

2.8.3 Dissolution. Upon dissolution, the assets of the Synod shall be distributed in accordance with the Corporation's articles of incorporation.

TITLE 3:
PERMANENT COMMITTEES

	Committee Acronyms:
CC	Coordinating Committee
COR	Committee on Representation
FIN	Finance Committee
MSC	Mission Support Committee
NOM	Nominating Committee
PER	Personnel 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 NOM and the CC]: The members of COR, MSC, FIN and PER shall be those Synod commissioners duly elected by their respective presbyteries and nominated to the committee by the NOM [Nominating Committee] and elected by the commissioners of the Synod.

3.1.3 **Nominating Committee Membership:** The members of the NOM 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 Chairpersons and Vice Chairpersons:** The chairpersons and vice chairpersons of the COR, MSC, FIN and PER shall be nominated by the NOM, upon recommendation of the relevant committee, and elected by Synod commissioners at the Annual Meeting. Permanent committee chairs and vice chairs each serve one year with a maximum of two consecutive years of service in the specific office.

3.1.5 **Committee Minutes:** Each permanent committee shall maintain a written record of its meetings.

3.1.6 **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.

3.1.7 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.

3.1.7.1 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 NOM.

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
[NOM]

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 NOM 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 Synod Executive or their designee shall serve as the resource person to the Nominating Committee.

3.3.4 Responsibility: The responsibilities of the NOM 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 and vice chairperson of the permanent committees until the next annual meeting, in consultation with the relevant committee. No person may serve as chair of the same committee for more than two years during any term of service. No person may serve as vice chair of the same committee for more than two years during any term of service. *(*SAM *3.1.4)*

3.3.4.7 Nominate from within its continuing membership persons for election by commissioners to serve as its chair and vice chair for a one-year term, each subject to the maximum of two consecutive years of service established in SAM 3.1.4.

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: three-year term 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 FIN for election by the Board of Directors of the civil corporation.

3.3.5.5 Permanent Committee Chairs and Vice Chairs: one year with a maximum of two consecutive years of service in that office.

3.3.5.6 Permanent 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 NOM Chair and Vice Chair: one year with a maximum of two consecutive years of service in that office.

3.3.5.9 NOM 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 2.4.6) (*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 3.1.2.

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 NOM 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 PER 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 Support Committee
[MSC]

3.5.1 The Mission Support Committee shall be composed of at least ten commissioners elected as provided at SAM 3.1.2. 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, PC(USA), it is the role and responsibility of the MSC 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 FIN 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 MSC 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 MSC shall develop and submit to the Synod for approval an annual budget for the work of the committee.

3.5.5.2 The MSC 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 MSC 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 MSC 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 FIN [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 MSC must also take into consideration the Synod's financial commitment to its presbyteries through its Synod Block Grants.

3.5.6 MSC Actions and Reporting to the Synod

3.5.6.1 MSC shall review requests from organizations that are not part of the PC(USA) 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 MSC 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 MSC 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 MSC 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 MSC, as appropriate.

Chapter 6
Finance Committee
[FIN]

3.6.1 The Finance Committee shall be composed of at least ten commissioners elected as provided at SAM 3.1.2.

3.6.2 As one of the permanent committees within the structure of the Synod of the Pacific, PC(USA), it is the role and responsibility of the FIN 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 FIN 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 FIN shall nominate and elect from its members three [3] persons to the Audit Committee. In addition, PER and MSC 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 FIN Budget Subcommittees Appointed: At the October meeting the FIN shall nominate and elect from its members four [4] persons to serve on the FIN 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 MSC. 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 FIN Budget Subcommittee Staffing: The FIN 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 MSC 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 FIN shall address other finance-related matters that may arise from time to time.

Chapter 7
Personnel Committee
[PER]

3.7.1 The Personnel Committee shall be composed of at least ten commissioners elected as provided at SAM 3.1.2.

3.7.2 The responsibilities of the PER 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 FIN 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 PER shall address other personnel related matters that may arise from time to time.

Chapter 8
Special Committees

3.8.1 **Investigating Committee:** When an accusation against an individual under the authority of the Synod of the Pacific is received by the Stated Clerk, the Stated Clerk shall notify the Synod Moderator. The Synod Moderator, in consultation with the Synod Executive, when appropriate, shall appoint an Investigating Committee. If the Moderator is the subject of, or a principal party to, the accusation, they shall not be involved in the appointment of the Investigating Committee, and the Vice Moderator shall appoint the Investigating Committee. If the Moderator is unable or unwilling to appoint the committee, the Vice Moderator shall appoint the committee. In the event that both the Moderator and Vice Moderator are disqualified, unable, or unwilling to appoint an Investigating Committee, the Coordinating Committee will appoint an Investigating Committee.

3.8.2 **Committee of Counsel:** When the Stated Clerk is notified that a complaint has been filed against the Synod, the Stated Clerk shall notify the Synod Moderator. The Synod Moderator, in consultation with the Synod Executive, when appropriate, shall appoint a Committee of Counsel. If the Moderator is unable or unwilling to appoint the committee, the Vice Moderator shall appoint the committee. In the event that both the Moderator and Vice Moderator are unable or unwilling to appoint a Committee of Counsel, the Coordinating Committee will appoint a Committee of Counsel.

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 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 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 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.

Chapter 3
Conflict of Interest Policy

Section 1 — Purpose

4.3.1.1 The purpose of this Conflict of Interest Policy of the Synod of the Pacific (the "Synod") is to protect the Synod's interests when it is contemplating entering into a transaction or arrangement that might benefit the private interests of an officer or commissioner of the Synod or might result in a possible excess benefit transaction.

4.3.1.2 This policy is intended to supplement, but not replace, any applicable state and federal laws governing conflicts of interest applicable to nonprofit and charitable organizations.

Section 2 — Definitions

4.3.2.1 Interested person — Any commissioner, principal officer, or member of a committee with Synod-delegated powers, who has a direct or indirect financial interest, as defined below, is an "interested person."

4.3.2.2 Financial interest — A person has a "financial interest" if the person has, directly or indirectly, through business, investment, or family:

4.3.2.2.1 An ownership or investment interest in any entity with which the Synod has a transaction or arrangement;

4.3.2.2.2 A compensation arrangement with the Synod or with any entity or individual with which the Synod has a transaction or arrangement; or

4.3.2.2.3 A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Synod is negotiating a transaction or arrangement.

4.3.2.3 Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the Synod or applicable Synod committee decides that a conflict of interest exists, in accordance with this policy.

Section 3 – Procedures

4.3.3.1 Duty to Disclose — In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the Synod.

4.3.3.2 Recusal of Self — Any commissioner may recuse themself at any time from involvement in any decision or discussion in which the commissioner believes the commissioner has or may have a conflict of interest, without going through the process for determining whether a conflict of interest exists.

4.3.3.3 Determining Whether a Conflict of Interest Exists — After disclosure of the financial interest and all material facts, giving the interested person the opportunity to make a presentation, and any discussion with the interested person, such person shall leave the Synod or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining Synod or committee members shall decide if a conflict of interest exists.

4.3.3.4 Procedures for Addressing the Conflict of Interest

4.3.3.4.1 The Moderator or chair of the Board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

4.3.3.4.2 After exercising due diligence, the Board or committee shall determine whether the Synod can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

4.3.3.4.3 If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Synod or committee shall determine by a majority vote of the disinterested commissioners whether the transaction or arrangement is in the Synod's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

4.3.3.5 Violations of the Conflicts of Interest Policy

4.3.3.5.1 If the Synod or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of

the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

4.3.3.5.2 If, after hearing the member's response and after making further investigation as warranted by the circumstances, the Synod or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Section 4 — Records of Proceedings

4.3.4.1 The minutes of the Synod and all committees with Synod-delegated powers shall contain:

4.3.4.1.1 The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Synod's or committee's decision as to whether a conflict of interest in fact existed.

4.3.4.1.2 The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Section 5 — Compensation

4.3.5.1 A voting member of the Synod who receives compensation, directly or indirectly, from the Synod for services is precluded from voting on matters pertaining to that member's compensation.

4.3.5.2 A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Synod for services is precluded from voting on matters pertaining to that member's compensation.

4.3.5.3 No voting member of the Synod or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Synod, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

Section 6 — Annual Statements

4.3.6.1 Each commissioner, principal officer, and member of a committee with Synod-delegated powers shall annually sign a statement which affirms such person:

4.3.6.1.1 Has received a copy of this Conflict of Interest Policy,

4.3.6.1.2 Has read and understands the policy,

4.3.6.1.3 Has agreed to comply with the policy, and

4.3.6.1.4 Understands the Synod is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

4.3.6.2 The Synod shall regularly and consistently monitor and enforce compliance with this policy by reviewing annual statements and taking such other actions as are necessary for effective oversight.

Section 7 — Periodic Reviews

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

4.3.7.1.1 Whether compensation arrangements and benefits are reasonable, based on competent survey information (if reasonably available), and the result of arm's length bargaining.

4.3.7.1.2 Whether partnerships, joint ventures, and arrangements with management organizations conform to the Synod's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes, and do not result in inurement, impermissible private benefit, or an excess benefit transaction.

Section 8 — Use of Outside Experts

4.3.8.1 When conducting the periodic reviews as provided for in Section 7, the Synod may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the Synod of its responsibility for ensuring periodic reviews are conducted.

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 do 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 8 of Title 2 of SAM in addition to the requirements set forth is 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:** FIN [Finance Committee] Budget and Audit Subcommittee prepares a draft proposed budget for the following fiscal year, in consultation with the MSC, for presentation and recommendation for approval by FIN and recommendation for approval by the Synod at the May meeting of Synod.

7.2.1.2 **May Commissioners Meeting:** FIN 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 FIN 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 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 Support 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 Support 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 Support 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 Support 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 FIN [Finance Committee] and the MSC [Mission Support Committee] by the May meeting and which Synod Mission Partnership Funding Consultation Budget shall be included in the FIN 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 FIN shall nominate and elect from its members three [3] persons to the Audit Committee. In addition, PER and MSC 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 GOVERNANCE

Chapter 1 – Purpose and Applicability

8.1.1 Purpose

8.1.1.1 This Title establishes the personnel governance framework for the Synod of the Pacific, a mid-council of the Presbyterian Church (U.S.A.). It affirms the Synod's commitment to just, lawful, and equitable employment practices grounded in Reformed theological values and compliant with applicable civil and ecclesiastical standards.

8.1.1.2 The provisions of this Title govern the oversight, implementation, and review of personnel policy as exercised by the Synod Assembly and its Personnel Committee (PER). This Title also defines the relationship between the Synod Administrative Manual (SAM) and the Synod's Employee Handbook, which serves as the primary personnel policy document for Synod employees.

8.1.2 Applicability

8.1.2.1 This Title applies to all individuals employed by the Synod of the Pacific. It also applies to individuals called or elected to Synod leadership positions – such as the Synod Executive and the Stated Clerk – when serving as employees of the Synod.

8.1.2.2 All Synod employees, including called and elected staff, are fully subject to the policies, expectations, and protections set forth in the Employee Handbook and this Title. The fact that an employee position is filled by call or election does not exempt the individual from the responsibilities or rights established in Synod personnel policy.

8.1.2.3 Other categories of service, such as independent contractors, interns, volunteers, or persons holding advisory roles, are not governed by this Title unless expressly stated in Synod policy or a separate agreement.

8.1.3 Relationship to the Employee Handbook

8.1.3.1 The Employee Handbook of the Synod of the Pacific serves as the comprehensive personnel policy manual for all Synod employees. It contains detailed policies related to hiring, compensation, benefits, workplace conduct, separation, and employee rights and responsibilities.

8.1.3.2 The Employee Handbook applies to all employees, including those serving in called or elected positions, in their capacity as Synod staff. Governance matters specific to such roles – such as election, call, performance review, or termination – are governed by the Synod Assembly and implemented through designated committees, in coordination with applicable personnel policies.

Chapter 2 – Authority and Oversight

8.2.1 Personnel Policy Authority

8.2.1.1 The Synod Assembly entrusts primary oversight of personnel policy and implementation to the Personnel Committee (PER), which serves as the personnel committee of the Synod. in consultation with the Synod Executive, and legal counsel for the Synod of the Pacific, the PER

is responsible for maintaining, interpreting, and updating personnel policies in accordance with the Constitution of the Presbyterian Church (U.S.A.), applicable federal and state law, and the values and mission of the Synod of the Pacific.

8.2.2 Maintenance and Revision of the Employee Handbook

8.2.2.1 The Employee Handbook of the Synod of the Pacific shall be maintained by the PER. The Committee may revise, amend, or supplement the Handbook as needed to:

a. Remain compliant with changes in law,

b. Address evolving personnel practices,

c. Implement Synod directives, or

d. Improve clarity, consistency, and usability for employees.

8.2.2.2 Each revision shall be dated upon adoption and tracked using appropriate version control.

8.2.3 Reporting of Changes to the Synod Assembly

8.2.3.1 All substantive changes to the Employee Handbook shall be reported to the Synod Assembly at its next stated meeting. The report shall include:

a. A summary of the change(s),

b. The rationale for the revision, and

c. Any implications for Synod governance, compliance, or budget.

8.2.3.2 The Synod Assembly retains ultimate authority over all Synod policies and may modify or override any provision of the Handbook at its discretion.

Chapter 3 – Called and Elected Leadership

8.3.1 Definition and Scope

8.3.1.1 Individuals called or elected to leadership roles by the Synod Assembly may also serve as employees of the Synod. When they do, they are subject to the provisions of this Title and the Employee Handbook.

8.3.1.2 This chapter describes how Synod personnel policies apply to such called or elected leaders in their capacity as employees and outlines the authority for evaluation, review, and separation in coordination with Synod governance procedures.

8.3.2 Employee Status of Called and Elected Leaders

8.3.2.1 Called or elected leaders may be employees of the Synod. When they serve in roles that constitute employment, they are fully subject to the personnel policies, expectations, and protections described in this Manual and in the Employee Handbook.

8.3.2.2 Called or elected leaders may hold governance responsibilities and protections that are distinct from those of other employees, as defined by the Book of Order or by the Synod's Bylaws. The Book of Order's Church Discipline applies to called and elected positions.

8.3.3 Stated Clerk

8.3.3.1 The Stated Clerk is a constitutional officer of the Synod, elected by the Synod Assembly for a designated term in accordance with the Book of Order. When serving as an employee, the Clerk is subject to all applicable personnel policies.

a. The Stated Clerk's terms of call and compensation are defined by the Assembly and administered through the Personnel Committee. Supervision is defined by the Assembly and administered by the Synod Executive and Personnel Committee.

b. The Personnel Committee may recommend termination of the Stated Clerk to the Synod Assembly. The Executive must be given an opportunity to be heard before any action is taken.

c. Only the Synod Assembly may act to terminate the Stated Clerk. The Stated Clerk shall not participate in any closed session of the Assembly related to their own potential termination.

8.3.4 Synod Executive

8.3.4.1 The Synod Executive is a called and elected leader of the Synod who serves as head of staff and is accountable to the Assembly through structures defined in Synod policy. The Executive is not a constitutional officer but is employed by the Synod and subject to all applicable personnel policies.

a. The Executive's terms of call, compensation, and supervision are defined by the Assembly and administered through the Personnel Committee.

b. The Personnel Committee may recommend termination of the Executive to the Synod Assembly. The Executive must be given an opportunity to be heard before any action is taken.

c. Only the Synod Assembly may act to terminate the Executive. The Executive shall not participate in any closed session of the Assembly related to their own potential termination.

8.3.5 Evaluation and Accountability

8.3.5.1 The Personnel Committee shall implement regular performance evaluations for the Synod Executive and Stated Clerk. These evaluations shall:

a. Reflect the responsibilities and expectations of each role,

b. Incorporate feedback from relevant stakeholders,

c. Be documented and retained appropriately, and

d. Be reported to the Assembly in accordance with Synod policy.

8.3.5.2 When personnel or governance concerns arise, the Personnel Committee shall determine whether the matter falls under employment policy, governance procedures, or the Book of Order's Church Discipline.

8.3.6 Conflict of Interest and Ethical Conduct After Separation

8.3.6.1 In addition to the policies described in the Employee Handbook, individuals serving in called or elected Synod leadership positions are expected to uphold high standards of integrity and impartiality.

8.3.6.2 Called or elected leaders shall disclose any personal or financial relationships that could present a conflict of interest, particularly when involved in hiring, supervision, or evaluation decisions. Disclosures shall be made to the Synod Executive or, in the case of the Executive, to the Personnel Committee.

8.3.6.3 After their service concludes, former called or elected leaders shall:

a. Maintain confidentiality regarding Synod business and personnel matters,

b. Avoid involvement in personnel decisions or disputes related to former colleagues, and

c. Refrain from using prior influence or access to advance private or external interests.

8.3.6.4 These expectations apply in addition to the policies outlined in the Employee Handbook and are intended to support the integrity of Synod governance.

Chapter 4 – Required Policies and Protections

8.4.1 Overview

8.4.1.1 The Synod of the Pacific is required by the Book of Order to adopt and implement specific policies that promote safe, just, and equitable participation in the life of the church. These policies apply not only to employees but also to commissioners, corresponding members, assembly guests, volunteers, and others serving on behalf of the Synod.

8.4.1.2 This chapter defines the Synod's approach to these required policies and their relationship to the Employee Handbook and to broader governance structures.

8.4.2 Required Policies

8.4.2.1 The Synod shall maintain the following policies, in compliance with the Book of Order:

a. Sexual misconduct policy

b. Harassment policy

c. Child, youth, and vulnerable adult protection policy

d. Antiracism policy

8.4.2.2 The Synod shall also maintain a policy outlining procedures for required boundary training and child sexual abuse prevention training, consistent with Book of Order requirements.

8.4.3 Policy Scope and Location

8.4.3.1 These required policies apply to a broader group than Synod employees. The policies apply to Synod officers, commissioners, volunteers, contractors, and others serving the Synod. While they may be referenced in the Employee Handbook, they are formally adopted as governance policies of the Synod and housed in Title 11 of the Synod Administrative Manual.

8.4.3.2 Policies may be updated by action of the Synod Assembly and should be periodically reviewed to ensure alignment with constitutional, legal, and ethical expectations.

8.4.4 Responsibility for Oversight

8.4.4.1 The Coordinating Committee shall oversee the implementation and periodic review of Book of Order required policies. The committee may recommend updates to the Synod Assembly and shall ensure consistent administration of training requirements.

Chapter 5 – Personnel Forms and Documentation

8.5.1 Forms and Materials

8.5.1.1 The Synod uses a variety of forms and tools to implement its personnel policies. These may include timesheets, evaluation templates, leave request forms, policy acknowledgments, and other documents that support consistent administration.

8.5.1.2 These materials are not part of the Synod Administrative Manual or the Employee Handbook.

8.5.2 Repository and Oversight

8.5.2.1 Personnel forms and related materials shall be maintained in a location designated by the Personnel Committee. Forms shall be made available to employees, supervisors, and others with administrative responsibility.

8.5.2.2 The Personnel Committee may update, replace, or retire forms as needed.

8.5.3 Use and Clarity

8.5.3.1 Current forms should be used whenever available. In the event of any conflict between a form and an adopted Synod policy, the policy shall govern.

Chapter 6 – Amendments and Review

8.6.1 Review and Maintenance

8.6.1.1 The Personnel Committee shall periodically review this Title to ensure alignment with:

a. The Constitution of the Presbyterian Church (U.S.A.),

b. Applicable state and federal law,

c. The Synod's Employee Handbook, and

d. Evolving best practices in personnel policy and administration.

8.6.1.2 The Committee may recommend amendments as needed to keep this Title current, lawful, and effective. In consultation with the Synod Executive, the Committee shall cause the Employee Handbook and this Title to be reviewed by the Synod of the Pacific's legal counsel from time to time to ensure compliance with applicable law and best practices.

8.6.2 Version Control and Distribution

8.6.2.1 When amended, the updated version of this Title shall be clearly dated and labeled with the adoption date of the revision by the Synod Assembly. The updated version shall be distributed to Synod staff, committees, and Assembly members and archived in accordance with the Synod's document retention policy.

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 Finance Committee and the Mission Support 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 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 or other financial advisor from approved financial firms.

9.2.7 Measuring Investment Performance

At regular meetings of the Finance Committee (but at least annually), current investment performance should be reviewed. The Finance Committee, 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:

- Columbia Bank: Money Market Account, Wealth Management Corporate Investment Vehicles
- 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 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 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 nine 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?
An initial minimum deposit applies to each custodial account, and mission development account. You may open as many investment accounts as needed. 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 Finance Committee [FIN] 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 ext 110.

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.

TITLE 10
FUNDS ADMINISTERED BY
MISSION SUPPORT 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 Support 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 Support 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 Support 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 Support 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 Support Committee.

10.1.5.3 The Emerging Need Grant Fund Subcommittee has the authority to review and, if appropriate, propose to the Mission Support 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 Support 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 un-funded 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 un-funded 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 Support Committee of the pending action and if the fund's subcommittee finds the application warrants approval by the Mission Support 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 Support 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 Support 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 Support 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, the Presbytery of Snake River, as successor to the Presbytery of Kendall, 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 Support 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 Snake River 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 Snake River distribution and Synod appropriation for this fund each year.

10.2.5 Fund Administration

10.2.5.1 The Synod Mission Support 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 Support 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 Support 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 Support 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 Support 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 Support 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 Support 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 Support 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 Support 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 Support 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 Support 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 Support 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 Support 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 Support 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 Support 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 Support 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 Support 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 Support 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 Support 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 Support Committee, as appropriate.

Chapter 4
Presbyterian Leadership Formation Program Fund

10.4.1 Established by:
Approval of Mission Support Committee on Oct 9, 2009.
Approval of Commissioners Synod of the Pacific on Oct 10, 2009.
Approval of Commissioners to move to 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 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 Personnel Committee [PER].

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 PER 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 – Foundations for Right Relationship

Chapter 11.1 – Purpose and Scope

11.1.1 Purpose

This Title contains policies that are required by the Constitution of the Presbyterian Church (U.S.A.) or adopted by the Synod of the Pacific to ensure a safe, just, inclusive, and accountable environment for all who participate in the life and ministry of the Synod.

Each policy within this Title has been adopted by action of the Synod Assembly and is binding upon those to whom it applies.

11.1.2 Scope of Applicability

Unless otherwise stated, the policies in this Title apply to:

- Synod commissioners and corresponding members,
- Individuals serving on Synod committees or task forces,
- Volunteers and participants in Synod programs or events,
- Guests of the Synod Assembly or committees,
- All individuals acting in an official capacity on behalf of the Synod, whether or not they are employees.

Employees of the Synod are also subject to these policies, as referenced in the Employee Handbook and in Title 8 of the Synod Administrative Manual.

11.1.3 Oversight and Revision

The Coordinating Committee of the Synod shall oversee the implementation, review, and training requirements associated with the policies in this Title. The Committee may recommend revisions or updates, which must be adopted by the Synod Assembly to take effect.

Policies within this Title may be periodically reviewed to ensure alignment with:

- The Book of Order and related constitutional guidance,
- Applicable state and federal law,
- The Synod's mission, values, and commitments.

Chapter 11.2 – Anti-Racism *(Adopted by the Synod Assembly – October 4, 2024)*

Anti-Racism Policy

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).

The Synod has robust harassment and misconduct policies and disciplinary procedures in its 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, 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 to 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 the PC(USA)—via funding, administrative work, consultation, and other services to be engaged in combating 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 welcome and, outside of the Assembly in session, should be sent to the Stated Clerk for future action by the Assembly.

What is Anti-Racism?
Anti-racism is the work of opposing racism through our actions and words. It involves consistently identifying racist behavior and structures, then addressing and dismantling them. Anti-racism does not always need to be confrontational, hostile, or punitive. It can serve to further conversations, exploration, and awareness of the role of race in our lives, society, and world.

What is Racism?
There is no single legal definition of racism or anti-racism. Our definitions reflect our commitments and are intended to ensure that the Synod models respect, civility, and common decency.

Racism is a system of privilege, inequality, and oppression based on perceived categorical differences, the value assigned to those differences, and rewards/punishments distributed accordingly. Racism often involves one group holding power and shaping institutional policies and cultural values to support that power.

Racist behavior includes:

- Epithets, slurs, or microaggressions (intentional or not)
- Jokes, pranks, or stereotyping
- Threatening, hostile, or intimidating acts
- Hostile imagery (e.g., posters, screen backgrounds, graffiti)

Racism may occur even without malicious intent. It can include actions that embarrass, intimidate, or marginalize others.

What Racism Is Not:
The following are *typically not* considered racist behavior:

- Personality conflicts
- Differences in work style
- Expressing disagreement or voicing concerns

- Legitimate disciplinary processes conducted respectfully and in accordance with policy

Chapter 11.3 – Sexual Misconduct, Harassment, and Abuse Policy

1. Purpose and Scope

As part of the body of Christ, the Synod of the Pacific seeks to be a place of safety, respect, and mutual trust. All persons who serve within the Synod's ministries are expected to act in ways that reflect our shared commitment to justice, dignity, and the protection of the vulnerable. Sexual misconduct, harassment, and abuse betray this trust and will not be tolerated.

This policy applies to all individuals serving the Synod of the Pacific other than as employees or contractors. Employees and contractors are governed by the Employee Handbook policy titled "Prohibition on and Prevention of Discrimination, Harassment and Retaliation."

This policy governs commissioners, committee or commission members, volunteers, and any ministers or ruling elders participating in Synod programs who are not employed by the Synod.

2. Definitions and Prohibited Conduct

The Synod prohibits all forms of sexual misconduct, harassment, and abuse. This includes unwelcome sexual advances, requests for sexual favors, and other verbal, visual, physical, or digital conduct of a sexual nature or based on sex, gender, or any legally protected characteristic, when:

- Submission is made a condition of participation or leadership;
- The conduct creates an intimidating, hostile, or offensive environment;
- The conduct interferes with an individual's participation in Synod life or responsibilities.

Prohibited harassment and misconduct may be based on protected characteristics including, but not limited to: race, color, national origin, citizenship, ancestry, sex, gender, gender identity or expression, sexual orientation, marital or domestic partnership status, pregnancy or related conditions, age, physical or mental disability, medical condition, genetic information, military or veteran status, religious beliefs or practices, political affiliation, and any other status protected by applicable federal, state, or local law.

Examples of prohibited conduct include, but are not limited to: offensive or suggestive remarks; inappropriate physical contact; sexually explicit materials or communication; persistent unwanted attention; sexualized jokes or innuendo; and coercion of any kind. These definitions are consistent with and parallel to those in the Employee Handbook.

3. Reporting and Investigation

Any individual may report suspected misconduct. Reports may be made orally or in writing to any of the following:
- The Synod Executive
- The Stated Clerk
- The Chair of the Personnel Committee
- The Synod Moderator or Vice Moderator

If the person accused of misconduct is subject to church discipline under the Book of Order of the Presbyterian Church (U.S.A.), the matter will be referred to the appropriate council or judicial body for action under the Rules of Discipline. If the person is not subject to ecclesiastical discipline, the Synod retains discretion to respond administratively, including restricting participation in Synod events or roles. When appropriate, the Synod may engage a third-party investigator to ensure impartiality and confidentiality.

4. Youth and Vulnerable Persons

- Individuals serving in Synod-sponsored roles involving children or youth must comply with the Synod's Child and Youth Protection Policy (Title 11 of the Synod Administrative Manual). That policy outlines mandatory practices for supervision, screening, and reporting involving minors and vulnerable persons.

5. Retaliation Prohibited

No person shall be retaliated against for reporting, in good faith, a suspected violation of this policy or for participating in an investigation. Retaliation may result in referral to the appropriate disciplinary body or administrative action, depending on the ecclesiastical status of the individual involved.

6. Relationship to Other Policies

This policy operates in parallel with the Employee Handbook and the PC(USA) Book of Order. It shall not be construed to limit mandatory reporting obligations under state law or ecclesiastical process. Questions regarding the application of this policy should be directed to the Synod Executive, the Stated Clerk, or the Coordinating Committee.

Chapter 11.4 - Policy Statement and Guidelines for Child Abuse Prevention, Reporting, and Child/Youth/Vulnerable Adult Protection

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.

Chapter 11.5 – Boundary Training Policy

11.5.1 Purpose

The Synod of the Pacific is committed to creating an environment of trust, accountability, and spiritual integrity in all its work. Boundary training is a vital component of that commitment. It promotes awareness of power, responsibility, and ethical conduct in ministry and leadership. By equipping individuals with tools for maintaining healthy boundaries, the Synod helps ensure that all people can participate in the life of the church with dignity and safety.

This policy establishes the Synod's expectations for boundary training required by the Book of Order.

11.5.2 Scope of Applicability

This policy applies to:

- Synod commissioners and corresponding members,
- Individuals serving on Synod committees,
- Synod employees,
- Volunteers participating in Synod-sponsored events involving minors or vulnerable adults.

All individuals in these categories must complete boundary training in accordance with this policy and provide verification to the Synod.

11.5.3 Training Standards and Recognition

The Synod accepts any boundary training that has been officially recognized by a member presbytery of the Synod of the Pacific. This includes training programs sponsored or approved by a presbytery in which the individual is a member or active participant. The Synod encourages commissioners and others to complete boundary training through their home presbytery when available, in order to promote alignment and avoid duplication.

The Synod may also offer boundary training directly or in collaboration with presbyteries and other PC(USA) partners.

For training to be considered complete to meet Synod of the Pacific and Book of Order requirements, child sexual abuse prevention training must be included. This requirement may be met through a standalone module or as part of an integrated boundary training curriculum.

Training topics may include, but are not limited to:

- Power and authority in ministry
- Sexual misconduct and harassment prevention

- Child and vulnerable adult protection
- Professional ethics and confidentiality
- Use of technology and social media
- Cultural sensitivity and bias awareness

11.5.4 Timing and Frequency

Individuals covered by this policy must complete boundary training:

- Within three months of beginning service with the Synod, and
- At least once every 36 months thereafter.

Documentation of training completion must be submitted to the Stated Clerk or designee. This should include the name of the trainer, the trainer's organization (if applicable), the training date(s), and the number of training hours. Individuals who are unable to meet this requirement within the stated time may request a temporary extension for good cause, subject to approval by the Stated Clerk.

Failure to complete training within the required timeframe may result in ineligibility for committee participation, suspension of commissioner privileges, or removal from Synod service until the requirement is met.

11.5.5 Administration and Oversight

The Stated Clerk shall maintain training records and notify individuals of their compliance status. If a commissioner or corresponding member is outside of compliance, the stated clerk of the individual's presbytery may also be notified.

The Coordinating Committee shall oversee the implementation and periodic review of this policy and may recommend revisions to the Synod Assembly.

TITLE 12
REAL PROPERTY OWNERSHIP AND MANAGEMENT

Chapter 1
Zephyr Point Presbyterian Conference Center

12.1.1 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.

12.1.2 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.

12.1.3 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.

12.1.4 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.

12.1.5 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.

12.1.6 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.

121.1.6.1 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.

12.1.6.2 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.

12.1.6.3 **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.

12.1.7 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.

12.1.8 **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.

12.1.9 **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.

Appendix A: Grant Forms

- Emerging Need Grant Application (Section 10.1.7.1)
- Hilda V. Thompson Medical Ministry Project Proposal Application
(Section 10.2.1)
- Opportunity Grant Fund Application (Section 10.3)

Emerging Need Grant Fund Application Form

Synod Administration Manuel (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 Support 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 Support Committee reports its decisions and rationale to the next Stated Synod Assembly.

SYNOD OF THE PACIFIC, PRESBYTERIAN CHURCH (U.S.A.)
MISSION SUPPORT 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(USA). 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 Manuel (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 Support 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 Support 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 SUPPORT 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(USA). 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:**
$ _____.	**$ _____.**	**$ _____.**	**$ _____.**
	(if any)	***(if any)***	

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 Manuel (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 Support 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 Support 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(USA). 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:** *(if any)*	**Total amount:**
$ _____.	**$ _____.**	**$ _____.**

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 B: Commissioner Forms

- Conflict of Interest
- Photo Release

Synod of the Pacific

Conflict of Interest Policy — Annual Statement

Reporting year: **20_____**

This statement is required by Section 6 of the Conflict of Interest Policy of the Synod of the Pacific found in Synod Administrative Manual Title 4. It is to be completed and signed annually by each commissioner, each principal officer, and each member of a committee with Synod-delegated powers. Presbytery Executives serving in support of a Synod committee also complete this statement as a matter of Synod practice.

Forms are typically collected, and available, at the October Assembly, which is our Annual Meeting.

PART I — SIGNER INFORMATION

Name (please print): _____

Presbytery or entity: _____

Email: _____ Telephone: _____

Capacity in which you serve (check all that apply):

- ☐ Commissioner
- ☐ Principal officer of the Synod
- ☐ Member of a committee with Synod-delegated powers
- ☐ Presbytery Executive serving in support of a Synod committee

If either of the last two applies, name the committee(s):

_____

PART II — ANNUAL AFFIRMATIONS

By signing below, I affirm each of the following:

1. I have received a copy of the Conflict of Interest Policy of the Synod of the Pacific.
2. I have read and understand the policy.
3. I agree to comply with the policy.
4. I understand the Synod is charitable and that, in order to maintain its federal tax exemption, it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

PART III — DISCLOSURE OF FINANCIAL INTERESTS

Under Section 2 of the policy, you have a financial interest if you have, directly or indirectly, through business, investment, or family: (a) an ownership or investment interest in any entity with which the Synod has a transaction or arrangement; (b) a compensation arrangement with the Synod or with any entity or individual with which the Synod has a transaction or arrangement; or (c) a potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Synod is negotiating a transaction or arrangement. Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Disclosure on this form is not an admission that a conflict exists; whether a conflict exists is determined under Section 3 of the policy.

☐ **I have no financial interest to disclose.**

☐ **I disclose the financial interest(s) described below.**

Entity or individual	Nature of the interest	Relationship to the Synod

Attach additional sheets if needed.

This annual statement does not satisfy the ongoing duty to disclose. Under Section 3.1 of the policy, an interested person must disclose the existence of a financial interest, and all material facts, in connection with any actual or possible conflict of interest as it arises. Under Section 3.2, a commissioner may recuse themself at any time from any decision or discussion in which the commissioner believes a conflict may exist, without going through the process for determining whether a conflict of interest exists.

PART IV — SIGNATURE

Signature: _____ Date: _____

Print name: _____

Synod Office use only

Date received: _____ Recorded by: _____

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