

**This Document describes the responsibilities of each of the Officers and each committee of the Onset Board of Trustees in 2022-23.**

## *Officers of the Onset Board of Trustees* 2022-23

**Officers required by, and as described in, the OBOT By-Laws, with additional specific responsibilities by policy or by assignment noted in italics:**

**Chair:** Jay Cook

The Chair shall preside at all meetings of the Board, fill Board vacancies, and supervise the proceedings of the Board, its officers, committees and activities. *By policy, the Chair must countersign and date all leases and send the fully executed copies to all parties.*

**Vice Chair:** Lance Carter

The Vice Chair shall assist the Chair in the discharge of duties and responsibilities and shall serve as Chair in the absence of the Chair.

**Treasurer:** Tyler Grange

The Treasurer shall oversee all fiscal and financial activity within the Board's responsibility. This shall include the collection of fees, charges, assessments, rents, and other income; the safeguard and proper disbursement of funds, the maintenance of bank accounts, investment accounts, and reserve funds. The Treasurer shall cause the accounts to be audited annually, and reports created as required for the Board and the Onset Conference, annually, or as otherwise directed by the Chair. *The Treasurer also chairs the Financial Management Committee.*

**Secretary:** Barbara Soby

The Secretary shall record minutes of meetings and provide custodianship and security of records and materials of the Board. *By policy, the Secretary keeps the Potential Housing List up to date and coordinates with the Treasurer for annual billing of those on the list. The Secretary also corresponds with residents and others, at the direction of the Chair, and chairs the Cottage Committee.*

## *Standing and Ad-Hoc Committees*

The Board's bylaws authorize the Board to create standing and ad-hoc committees and the 1/21/2023 Committee Governance Policy governs the creation and operation of these committees.

**Standing Committees.** The Board creates standing committees to handle the many hands-on, on-going, day-to-day responsibilities of the Board between Board meetings. Each Committee is assigned a specific area to manage. If you wish to join any of the standing committees listed below, please contact the Committee Chair.

**Ad-hoc Committees** are, by definition, temporary committees created for a specific purpose and are dissolved either after a specific time period or upon completion of a specific task or set of tasks. Ad hoc committees may be authorized to complete specific projects or may be established to prepare recommendations on an issue for consideration and action by the full Board. If you wish to join any of the ad hoc committees listed below, please contact the Committee Chair.

## **Standing Committees:**

### **Beautification Committee:**

**Current Chair: Marc Pratt**

**Committee Members in 2022-23:** Sylvia Armisen, Mal Booth, Charlotte Brousseau, Jo Ellen McNamara

**Committee Purpose:** Maintain and improve the landscape of the common areas of the Campgrounds while blending with the natural beauty of the area, in compliance with OBOT policies, including the Beautification of Common Areas Policy issued March 10, 2007, the Town of Wareham Conservation Commission requirements, and all relevant laws and regulations.

### **Committee Responsibilities:**

- Identify OBOT policies, federal, state, and local regulations relevant to committee's work to ensure compliance.
- Develop and maintain appearance guidelines for all public spaces as well as general guidelines for private lots.
- Maintain existing flower beds and landscape beds on common areas of the Campgrounds, including Serenity Park.
- Approve and oversee any new or replacement plantings placed in any common areas of the Campgrounds.
- Submit plans to plant native trees to replace trees removed due to damage or disease to the Operations Manager or the Board, as necessary, for approval.
- Submit plans to remove invasive species of plants, shrubs and trees and replace with native species to the Operations Manager or the Board as appropriate.
- Work with the Treasurer to stay within current budget and plan for future budgeting requirements.

### **Spending Authority:**

- This committee has authority to spend funds budgeted for "Groundskeeping Supplies" necessary to fulfill the committee's responsibilities. Decisions about expenditures must be made in collaboration with the Operations Manager to ensure staying within budget. In addition, the Chair must keep the Board apprised of all plans and intentions as the committee's work progresses and may solicit the board's input and recommendations.
- This committee may accept or decline donations of goods, services, and money for campgrounds beautification with the following guidelines:
  - The committee will act on offers of donations of beautification materials that are likely to require ongoing maintenance (e.g., plants, fountains, etc.) per current policies.
  - The committee will keep the Board apprised of donations offered and their intentions and decisions and may solicit the Board's input and recommendations.
  - The chair will process all monetary contributions through the treasurer.

### **Cross Committee Collaborations:**

- Work with the Operations Committee to assure that any major projects align with the campground's aesthetic goals.

- Plan projects (ranking, etc.) for campground workdays, in conjunction with the Operations Committee.
- As needed, work with the Governance Committee to revise existing policies or draft new policies or procedures related to committee work.

**Charitable Concerns Committee:** Current Chair: Charlotte Brousseau

**Committee Members:** Rick Moulton, Bill Brousseau, Bill Walton, Nancy Cornish, and Louise Hannington

**Committee Purpose:** Assist persons/families in need, in compliance with all relevant OBOT and World Church policies and procedures, including the *Charitable Concerns Policy* dated March 2, 2019, in a manner that upholds the enduring principles of the Community of Christ.

**Committee Responsibilities:**

- Identify Community of Christ (World Church) and OBOT policies relevant to committee's work to ensure compliance.
- Determine methods of outreach and identifying need.
- Establish requirements for receiving monetary assistance.
- Determine scope of outreach (e.g., Campgrounds, town, Onset Conference....).
- Report established procedures (methods of outreach, requirements, and scope) to the Board on an annual basis.
- Work with the Treasurer to stay within current budget and to plan for future budgeting requirements.

**Spending Authority:**

This committee has authority to spend funds budgeted for "Charitable Concerns" in accordance with the Charitable Concerns Policy dated March 2, 2019, keeping the Board apprised of all expenditures.

**Cross Committee Collaborations:**

- As needed, revise existing policies and procedures or draft new policies or procedures related to committee work in collaboration with Governance Committee.
- Work with Financial Management Committee, as needed or requested.

## **Communications & Marketing Committee**

**Chair: Brian Cook**

**Committee Members:** Debbie Cook, Maggie Fisher, Jaime Green, and Kathleen Pratt

**Committee Purpose:** To provide all campground marketing and communications to the entire community including cottage owners, Onset Conference, and New England Mission Center members and other people with an interest in the Onset Campgrounds, in compliance with all relevant OBOT policies and procedures.

### **Committee Responsibilities:**

- Identify Community of Christ (World Church) policies, OBOT policies, and federal, state, and local laws and regulations relevant to committee's work to ensure compliance.
- Ensure proper use of photo release forms before posting people's photos on Campgrounds website or any Board-sponsored social media.
- Identify marketing and advertising media/venues (e.g., website, social media, world church platforms, newsletters, etc.) appropriate for various needs.
- Maintain a list of cottage owners, Onset Conference members, Mission Center, and regular Onset Campgrounds visitors/stakeholders with appropriate contact information.
- Maintain website, ensuring information is up to date and accurate.
- Develop and disseminate marketing materials/messages as directed by the Board.
- Under the direction of the Board Chair and/or Secretary, timely distribute official OBOT agendas, minutes, reports, and other documents, including updated Potential Cottage Owners Lists, Trustees Contact Information and Responsibilities List, and Committee Information with invitations to serve on committees.

### **Cross Committee Collaborations:**

- Distribute calendar (s) of events/activities created by Program Committee via email, newsletter, door-to-door flyers, website, social media, etc.
- Post updated versions of "The Potential Housing List" on the website upon receipt from the Cottage Committee.
- As needed, revise existing policies and procedures or draft new policies or procedures related to committee work in collaboration with Governance Committee.
- Work with the Rentals Committee to advertise and market long and short-term rental opportunities and to keep information posted on the website related to rentals clear, correct and up-to-date.
- Work with the Cottage Committee to keep cottage owners informed of requirements for renting out their cottages/houses short or long-term.
- Work with the Governance Committee to post policies, procedures, regulations, and forms on the website in an accessible, searchable format, updating on a timely basis as needed.

**Cottage Committee:**

Current Chair/Secretary: Barbara Soby

**Committee Members in 2022-23:** Jackie Cline, Carolyn Moulton, Rick Moulton

**Committee Purpose:** In compliance with all relevant World Church and OBOT policies and procedures, manage the processes and paperwork related to the sale and transfer of privately owned dwellings on the Campgrounds, the transfer of Campground lot leases, and the renting out of privately owned cottages, to promote fair access for church members to purchase, transfer, exchange and rent out their cottages. Monitor all lessees for compliance with lease requirements. Welcome and help integrate new leaseholders into the community.

**Committee Responsibilities:**

- Identify Community of Christ (World Church) policies, OBOT policies, State laws, and federal, state, and local regulations relevant to committee's work to ensure compliance.
- Welcome new leaseholders to the community according to procedures established by the committee, with the aim of promoting both leaseholders' and their families' participation in campgrounds activities and their compliance with campgrounds rules and lease requirements.
- Manage "The Potential Housing List", working with the Treasurer to send out invoices to people on The List on an annual basis.
- Execute established process on all Lot Lease transfers, ownership transfers, and cottage sales.
- Report the status of ownership and Lot Lease transfers, cottage sales, availability of properties, and list changes to the Board and interested parties.
- Store lot leases securely, updating records as needed per the *Lease Signing Process for New Land Lot Lessees* policy.
- Monitor lot lessees for compliance with lease requirements and bring to the attention of the Board any leaseholders who are in violation of rules or terms of the lease, for direction on how to address the noncompliance/violation(s).
- Serve as first point of contact for cottage owners who want to rent out their cottages short-term or long-term, promoting compliance with applicable OBOT policies and state and local requirements.
- Monitor private rentals for compliance, including terms of Lot Lease for long-term rentals, having proper insurance in place to be rented out, registering with authorities as a rental, annual town inspections/rental certification, and paying any required taxes.
- Monitor private rentals for compliance with relevant OBOT policies, including but not limited to:
  - *Town of Wareham Board of Health Inspection Regulations for Cottage Rentals* Policy
  - *Long-Term Leasing/Renting of Privately Owned Dwellings* Policy
  - *Assessment Fee (tithing)* Policy.

**Cross Committee Collaborations:**

- Work with Treasurer to track payment of cottage 'tithing' by cottage owners who rent out their property.
- Work with the Communications and Marketing Committee to keep cottage owners informed of requirements for renting out their homes short- or long-term.
- Work with the Operations Committee to address requests from lot lessees about maintaining or making changes to their property per lease requirements and policy.

- As needed, work with the Governance Committee to revise existing policies or draft new policies or procedures related to committee work.



**Financial Management Committee:** Current Chair/Treasurer: Tyler Grange

**Committee Members:** Jay Cook, Nancy Cornish

**Committee Purpose:** To manage, protect and enhance the fiscal assets of the Onset Campgrounds, in compliance with all relevant OBOT policies and procedures.

**Committee Responsibilities:**

- Identify Community of Christ (World Church) and OBOT policies, State laws, and federal, state, and local regulations relevant to committee's work to ensure compliance.
- Establish/maintain procedures to account for all revenues and expenses.
- Establish/maintain financial controls.
- Address and resolve problem financial situations with the OBOT.
- Recommend sale or removal of nonessential assets.
- Recommend appropriate investment policies to the Board.
- Facilitate Board compliance with fiscal policies, including but not limited to, the *Minimum On-Hand Funds Policy* (3/1/2008) and the *Payment Plans to Assist Homeowners Policy* (11/18/2006).
- Every five years, beginning in 2022:
  - inspect and review records pertaining to Campground assets and prior capital expenditures, including the Advisory Report prepared in 2010-11 to determine the remaining useful life of such items.
  - establish the estimated costs to replace capital items such as roofs, water heaters, boilers, etc., based on the determined remaining useful life.
  - provide a final report the Board of Trustees to provide guidance on the remaining useful life of Campground assets and the cost of their replacement with a long-term plan including recommendations and procedures for budgeting and replacement of capital assets as needed and necessary.

**Cross Committee Collaborations:**

- Annually, and as needed, consult with every Committee Chair to prepare the budget and to make changes if needed.
- Work with the Cottage Committee to keep a list of people who rent out their cottages and monitor their donations/cottage rental tithing.
- Advise other committees as needed or requested, to ensure compliance with budget-related portions of relevant policies, including but not limited to:
  - The Beautification Committee re: *Beautification of Common Areas Policy* (3/10/2007)
  - The Charitable Concerns Committee Re: *Charitable Concerns Policy* (3/2/2019)
  - The Cottage Committee re: *Assessment Fee [Tithing] to Owners who Rent Policy* (4/18/2008)
- Advise and assist the Long-Term Planning & Utilization Committee with determining financial requirements and revenue opportunities for any strategic initiatives, facilities or programs they are considering.
- In collaboration with the Rentals Committee, track statistics and financial receipts for usage of all church-owned rental facilities and monitor maintenance costs of rental units and provide input into budget.

- As needed, revise existing policies or draft new policies or procedures related to committee work in collaboration with Governance Committee.

**Governance Committee:**

Current Chair: Barbara Soby

**Committee Members:** Jay Cook, Pat Cote, Michele Fisher

**Committee Purpose:** To propose or assist others in proposing to the Board of Trustees new or revised regulations, policies, procedures, and forms and/or amendments to promote the fair and transparent governing of the Campgrounds, in a manner that upholds the enduring principles of the Community of Christ.

**Committee Responsibilities:**

- Identify Community of Christ (World Church), OBOT policies, State laws, and federal, state, and local regulations relevant to committee's work and the functioning of the campgrounds to ensure compliance.
- Promote compliance with approved policies by members of the Board and its committees when Board or Committee action is taken.
- Provide leadership on addressing legal structure and other legal issues in cooperation with the Church's legal department.
- Each year, establish goals and priorities for reviewing a selection of the following documents and making recommendations for changes to improve clarity, to ensure alignment with laws, regulations, or World Church guidance, and to promote the purpose and health of the Campgrounds community.
  - Lease
  - Campgrounds Regulations
  - Bylaws
  - Existing policies and forms
- Propose new policies and/or enabling forms based on requests from, or needs of, the Board and its committees.
- Create and maintain tools (e.g., manuals, procedures, materials) to guide, orient and train Trustees generally, and for specific roles, including Chair, Treasurer, Secretary and Committee Chair.
- Provide Governance-perspective input into long-range planning.
- As needed, assist in the development of *ad hoc* committees, based on Board discussions and if deemed appropriate, ensuring each description is clear and concise and that the purpose and responsibilities of each committee create a cohesive charge for committee members. Help sunset *ad hoc* committees which have met their agenda or are no longer relevant.

**Cross Committee Collaborations:**

- As requested or needed, assist other committees with making changes to policies, procedures, or forms, or drafting new policies, procedures or forms.
- Work with the Communications and Marketing Committee to provide and maintain easily accessible, up-to-date policies, procedures, regulations, and forms in user-friendly, searchable form.
- In collaboration with other committees, undertake special strategic and financial projects as requested.
- Annually, work with each committee chair to review and update Committee Descriptions and set annual goals and tactics.

**Long-Term Planning & Utilization Committee: Current Chair: Lance Carter**

**Committee Members:** Alexandra Bartsch, Robert Cook, Pat Cote, Jean Holmes, Chris Minkle, Randall Pratt, Barbara Soby

**Committee Purpose:** To provide structure for strategic planning for the long-term utilization of the Campgrounds in alignment with the Mission of the Community of Christ.

**Committee Responsibilities**

- Develop and keep current the **Onset Campgrounds Strategic Plan**. This may include:
  - reviewing any earlier plans (including circa 2010-11)
  - Identifying any existing vision or mission statements, enduring principles or widely shared views and discuss their continued applicability or need for increased visibility
  - conducting a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis
  - brainstorming, then refining, organizing, and prioritizing possible ways in which the Campgrounds can continuously improve spiritually, physically/financially, and as a Zionite community, and in any other aspects identified
  - soliciting input from those currently served by the Onset Board (cottage owners, visitors, congregations within the NE Mission Center, and NE Mission Center leadership) to identify expectations, desires, concerns, and recommendations (through surveys, focus groups or other means).
- Identify the highest strategic priorities and establish sub-committees of interested / committed / competent individuals to move forward on these high priority actions.
- Make formal recommendations to OBOT and the Onset Conference for specific actions, procedures, policies, etc. to help ensure the long-term health and wellbeing of the Campgrounds and the campgrounds community.
- Encourage donations of money and physical assets to the grounds, focusing on areas of greatest need.
- Create proposals to make best use of all 65 acres and time frame.
- Study alternatives to improve year-round utilization of the campgrounds.
- Identify Community of Christ (World Church) policies, OBOT policies, State laws, and federal, state, and local regulations relevant to committee's work to ensure compliance

**Cross Committee Collaborations:**

- Work with the Financial Management Committee to determine financial requirements / revenue opportunities for any strategic initiatives, facilities, or programs.
- As needed, revise existing policies or draft new policies or procedures related to committee work in collaboration with Governance Committee.

**Operations Committee:**

**Current Chair:** Matt Booth

**Committee Members:** Dale Booth and Charlotte Brousseau

**Committee Purpose:** To maintain and improve the buildings and property of the Campgrounds, in compliance with all relevant OBOT policies and procedures.

The Operations Committee Chair serves as the Board-Designated Operations Manager unless the Board designates or hires someone else to serve in that capacity.

**Committee Responsibilities:**

- Identify Community of Christ (World Church) policies, OBOT policies, State laws, and federal, state, and local regulations relevant to committee's work to ensure compliance, particularly Church Risk Management requirements and the *Operations Expenditures Policy* as enacted by the Board on October 27, 2007.
- Work with the Treasurer to establish maintenance budgets/schedules/procedures for the physical upkeep of all grounds and church-owned facilities. This includes common area landscaping and lawn care whether completed by an employee of the Board or an outside vendor/contractor.
- Serve as the initial point of contact with Lot Lessees to answer questions and resolve issues regarding alterations to their premises and/or leased land.
- Provide permit authorization letters, or referral to the full Board, for work requested by Lot Lessees as authorized in the *Building Permit* policy.
- Provide tree trimming/removal permission letters for work requested by Lot Lessees as authorized in the *Taking Down – Trimming Trees on Leased Premises* policy.
- Obtain and recommend renewal and/or replacement vendor contracts for regular and intermittent services for waste removal/recycling; tree trimming &/or removal; asphalt repair/maintenance (including roads and tennis courts); snow plowing/shoveling & other snow removal; and common area landscaping as required or requested and provide to Board for approval.
- Inspect/Monitor quality of vendor work for adherence to contracts.
- Schedule removal of snow from roadways, walkways and other areas as required after snowfall to be completed by employee-staff and/or contracted vendors as needed.
- Periodically examine asphalt surfaces/hardscapes (including roads and tennis courts) and recommend repair/maintenance to the Board, as needed.
- Annually inspect common area trees for trimming and/or removal due to damage or disease and schedule for spring and/or fall as needed, including authorized requests from Lot Lessees.
- Monitor and maintain the undeveloped 'back lot', maintaining or replacing posted "No Trespassing" signs, or taking other actions as needed or requested by Board.
- Monitor need for security and arrange as needed or requested by Board.
- Maintain a list and description of all church-owned buildings and all equipment.
- Recommend capital improvement projects to be considered by the Board.
- Obtain and present bids on capital projects or maintenance projects to the Board for the Board's consideration as required by the *Operations Expenditure Policy*.
- Provide access to all buildings and equipment as needed to ensure their proper functioning and safety

- Perform or provide for ongoing maintenance of church-owned short-term rentals, including hutments, Recreation Center, Youth Chapel, Muddy Cove Retreat Center, tabernacle, and campsites.

**Spending Authority:**

- This committee has authority to spend funds budgeted for capital improvements (materials & payroll), worship building maintenance (materials & payroll), tree removal, camp area/back lot maintenance, and storm damage clean up, keeping the Board apprised of its planning, intentions, and actions, and soliciting the Board's input and recommendations as desired.
- This committee, in collaboration with the Rentals Committee, has authority to spend funds budgeted for rental building maintenance (materials and payroll), keeping the board apprised of its planning, intentions and actions, and soliciting the the Board's input as desired.
- This committee, in collaboration with the Beautification Committee, has authority to spend funds budgeted for groundskeeping (payroll, vendors, materials and equipment), keeping the board apprised of its planning, intentions and actions, and soliciting the Board's input as desired.

**Cross Committee Collaborations:**

In collaboration with the Rentals Committee:

- hire, manage and supervise all contractors, maintenance and groundskeeping employees, landscapers, and volunteers engaged in the Committee's processes, providing a clear scope of work or job description, including clear chain of command, to each, updating employee job descriptions as needed, and ensuring work meets expectations.
- perform or provide for maintenance and remodeling necessary for church-owned long-term and short-term rentals.
- ensure all rental properties are safely and properly maintained.
- Bring to the attention of the Rentals Committee, any abutters who are using Church property without permission and work together on response, as needed.
- Annually, and as needed, identify maintenance and capital improvement priorities in coordination with the Operations Manager, Maintenance Supervisor, and the Financial Management Committee, to inform annual budget.
- Work with the Beautification Committee to assure that any major projects align with the campground's aesthetic goals.
- Plan projects for campgrounds workdays in conjunction with the Beautification Committee.
- Work with the Cottage Committee to address requests from lot lessees about maintaining or making changes to their property per lease requirements and policy.
- As needed, work with the Governance Committee to revise existing policies or draft new policies or procedures related to committee work.

## **Programs Committee**

**Current Chair:** Sally Gandiaga

**Committee Members:** Rachael Rogers Bohan, Jean Holmes, Pat Cote, and Missy Quay, New England Mission Center President

**Committee Purpose:** To manage and develop programs and activities that further the purpose of the Campgrounds, including worship opportunities, spiritual development, education, community-building, and family enrichment.

### **Committee Responsibilities:**

- Develop, recruit, and facilitate relevant programming informed by the mission of and Long-term Strategic Plan for the Campgrounds, in collaboration with leadership of the Onset Congregation and the New England Mission Center.
- Establish and maintain the summer season calendar of activities, coordinating with the Onset Congregation, the New England Mission Center and other third parties who schedule activities on the Campgrounds (e.g., Reunion, retreats, Spiritual Life Center events, etc.).
- Propose and coordinate the accomplishment of Campground summer activities that respond to the needs and interests of the entire community including arranging for organizers/staff (whale watch, movie nights, game nights, campfires, crafts, recreation, etc.); ensure program is well-marketed to everyone on campgrounds.
- Hire and manage paid or volunteer Summer Program Director/Planner, including creating or updating job description, recruitment, selection, training/orientation/setting clear expectations, supervision, and post-program review.
- Create application for grants from Carolyn Pratt Creative Arts Fund, oversee the approval process for grants, and coordinate with Treasurer regarding funding.
- Identify Community of Christ (World Church) policies, OBOT policies, State laws, and federal, state, and local regulations relevant to committee's work to ensure compliance.

### **Spending Authority:**

- This committee is authorized to spend funds budgeted for "Summer Program" necessary to execute a successful summer program, including salaries, contract/vendor work, rental and license fees, and materials and supplies, including food, keeping the Board apprised of all plans and intentions as the committee's work progresses, and soliciting the board's input in planning as desired.

### **Cross-Committee Collaborations:**

- Ensure that the calendar is included in appropriate publications and posted on the Campgrounds website in coordination with the Communications Chair.
- As needed, revise existing policies or draft new policies or procedures related to committee work in collaboration with Governance Committee.

**Rentals Committee:**

**Current Chair:** Lance Carter

**Committee Members:** Chris Fisher, Jean Holmes, and Marc Pratt

**Committee Purpose:** Manage all aspects of church-owned short- and long-term rental property in compliance with all relevant state and local laws and OBOT policies and procedures, and in alignment with the enduring principles of the Community of Christ and ensure that owners of property abutting the Campgrounds do not use Campgrounds property without permission (lease) and payment.

**Committee Responsibilities - General:**

- Identify Community of Christ (World Church) policies, OBOT policies, State laws, and federal, state and local regulations relevant to committee's work to ensure compliance.
- Ensure compliance with the OBOT *Church Facility Rentals Policy*, the *Long-Term Apartment Rentals Policy*, the *Short-Term Rental Accommodation Policy*, the *Roberts House Rental Policy*, and the *Campsite Rentals Policy* as enacted and amended, and all relevant local, state, and federal laws and regulations.
- Maintain a list and rates for all church-owned rental properties, including camp sites and land use rental rates for abutting properties.
- Maintain copies of leases for all Church-owned long-term apartment rentals and abutters.
- Make recommendations to the Board, annually, on both long-term and short-term rental rates and the basis for calculating increases, which may include, property size/amenities, cost of living index, inflation rate, maintenance costs, comparison rates, input from the Financial Management Committee and the Treasurer, and other factors deemed important and relevant.
- Make recommendations to the Board on change of use for properties, e.g., to change a short-term rental to long-term or vice versa, to exercise first right of refusal to purchase properties, or to sell rental properties.
- Provide budget input related to church-owned rental properties and facilities.
- Ensure Treasurer has copies of all abutter and long-term leases so that rent may be billed and monitored; provide copy to Secretary for filing.

**Committee Responsibilities – Rental Management:**

- Establish and maintain written procedures, phone numbers, websites, email addresses and other contact information needed for managing rentals.
- Make recommendations to the Board for improvements, supplies and furnishings for rentals.
- Establish rules of use for rentals, including long-term apartment rentals, short-term rentals, campsites, and group facilities (e.g., recreation center, tabernacle, youth chapel).
- Establish personnel requirements (updating job description with clear chain of command as needed) to manage all rentals, and rental reservations, including the apartments, Muddy Cove Retreat Center, hutments, cottages, Roberts House, campsites, and group/church facilities. Rentals Management includes collecting, recording and depositing rental fees, submitting proper accounting documentation to the Treasurer, providing support to renters (check-in, provide keys, replenish supplies, communicating and enforcing procedures and rules, and supervising housekeeper(s)). Designate/assign/hire/supervise a Rentals Manager to fulfill these duties.



- Establish personnel requirements (updating job description with clear chain of command, as needed) and designate/assign/hire housekeeper(s) as needed to clean short-term rentals and church facilities.
- Review and sign off on Rental Manager's and Housekeeper's timesheets prior to submission to Treasurer, or delegate approval.

### **Committee Responsibilities – Abutting Properties**

- Prevent adverse possession problems by attending to abutting properties, including:
  - Maintain documentation of addresses abutting Campgrounds property, owners' names, current agreements (i.e., will not use Campgrounds property or has lease to use Campgrounds property and monthly or annual rate).
  - Track payment of rent by abutters using Campgrounds land; ensure new leases are entered into and enforced when abutters sell their property.
  - Regularly report to Board the status of each lessee's compliance or non-compliance, with recommendations for action if non-compliant.
  - Take legal action as directed by Board/World Church

### **Spending Authority:**

- This committee has authority to spend funds budgeted for Rental Administrator Payroll and Housekeeping (payroll & supplies), keeping the Board apprised of its planning, intentions, and actions, and respecting the Board's input.
- This committee, in collaboration with the Rentals Committee, has authority to spend funds budgeted for rental building maintenance (materials and payroll), keeping the board apprised of its planning, intentions and actions, and respecting the Board's input.

### **Cross-Committee Collaborations**

- In collaboration with the Operations Committee:
  - monitor all church-owned, OBOT-managed buildings on the campgrounds for maintenance and capital improvement needs and recommendations;
  - hire, manage and supervise all contractors, employees and volunteers engaged in maintaining and improving the rental facilities, within budget allocated for such maintenance and improvements,
  - take action when abutters who do not have a lease agreement encroach on Campgrounds property.
  - ensure all rental properties are safely and properly maintained.
- In collaboration with the Financial Management Committee:
  - track statistics and financial receipts for usage of all church-owned rental facilities.
  - monitor maintenance costs of rental units and provide input into budget.
- Work with Communications & Marketing Committee to:
  - ensure information posted on website related to rentals is clear, correct, and up to date.
  - advertise and market rental opportunities.
- Work with the Governance Committee:
  - to review and update leases for long-term rentals and applications / reservation forms for short-term rentals based on changes in law, OBOT policy, etc, annually, or more often as needed.

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- to revise existing policies, forms, and job descriptions, or to draft new policies, procedures or forms related to committee work, as needed.

## **Ad-Hoc Committees:**

***Ad Hoc Campgrounds Reopening Committee***  
**Established May 15, 2021**  
**Estimated timeframe for committee work –2-3 years**

**Current Chair: Jay Cook**

**Committee Members:** Mal Booth, Charlotte Brousseau, Lance Carter, Missy Quay, and Barbara Soby

**Committee Purpose:** To create, receive World Church approval for, and implement a plan and guidelines to safely and responsibly re-open the campgrounds by July 1, 2021 and in for subsequent summer seasons, in the context of the on-going, but abating, COVID-19 pandemic.

### **Committee Responsibilities:**

- Identify OBOT policies, federal, state, and World Church regulations relevant to committee's work to ensure compliance.
- Effectively staff the role of on-the-grounds OBOT Health Officer each summer, who will perform the duties described in the approved Re-Opening Plan and Guidelines. This probably entails having two to three individuals who can fulfill this role.
- Craft a re-opening plan that addresses all the relevant requirements of the World Church for re-opening churches and campgrounds during the COVID-19 pandemic; work with world church representatives to gain approval for the Re-Opening Plan no later than June 25, 2021; update plan and get approval by May 31, 2022 for summer 2022; and update plan and get approval by May 15, 2023 for summer 2023.
- Craft Guidelines, requirements, checklists, signs, and any other documents necessary to implement the approved plan; to be attached to the Re-Opening Plan for approval.
- Create visuals, social media posts and other materials to communicate safety messages and requirements for hosting and participating in organized activities on the campgrounds.
- Regularly monitor the community health situation (e.g., COVID data for Plymouth County, MA), and guidance from the World Church and the Commonwealth related to COVID-19 restrictions; update the Guidelines and forms accordingly, whether tightening or easing restrictions, within the confines of the approved Plan.
- Fulfill the steps required of the OBOT in the approved Guidelines, e.g., providing hand sanitizing stations, etc.

### **Spending Authority:**

- This committee has authority to spend funds on personal protective equipment (PPE) such as masks, gloves, and hand sanitizer, and for printing of necessary instructive signage, approved in the Re-Opening Plan. If a line item is not included in the annual budget specifically for COVID-Re-Opening Costs, the committee will work with the Treasurer to determine where expenses will be allocated.

### **Cross Committee Collaborations:**

- Collaborate with the Rentals Committee and Operations Committee in the development of the Re-Opening Plan and Guidelines.
- As needed, work with the Governance Committee to revise existing policies or draft new policies or procedures related to committee work.
- Collaborate with the Communications & Marketing Committee to ensure the Onset Campgrounds Community is kept up-to-date on progress, decisions, and actions regarding re-opening.

## **2022-2024 *Ad Hoc* Committee to Explore a New Ownership Entity and Governance Structure for the Onset Campgrounds**

**Current Chair:** Jay Cook

**Established by the Onset Board of Trustees:** On July 30, 2022 by vote of the Onset Conference.

**Timeframe for committee work:** The term of the committee will sunset/end at the earlier of (A) a completed proposal being presented to the 2023 or 2024 Onset Conference or (B) by the conclusion of the 2024 Onset Conference even if no solution has been identified.

**Committee Members:** Per vote of the Onset Conference, this committee will have no less than three and no more than nine members. Members will be selected by the Committee Chair based upon their interest and capabilities and seek to reflect the diverse perspectives of the Onset Community. The current members as of September 21, 2022 are: Alexandra Bartsch, Sherre Bowlby, Mike Cook, Robert Cook, Pate Cote, Jean Holmes, Randall Pratt, and Scott Soby. This is a working committee where members are expected to do substantial work in between meetings. The ability to complete tasks in a reasonable timeframe and work with others on the committee are key aspects of being an official committee member.

**Community Goal:** Per vote of the Onset Conference (*see* attached resolution which was adopted by the 2022 Onset Conference), this committee is empowered to take the “Committee Actions” discussed in the next section with the following “Community Goal”: ***Maintaining a thriving community that upholds the enduring principles of the Community of Christ on the Onset Campgrounds into the future.***

### **Committee Actions:**

1. *Identification.* Identify (A) specific objectives that achieve our Community Goal for the future of the Onset Campgrounds and (B) potential governance structures that would facilitate these objectives.

2. *Research.* Research alternative governance structure options including cooperative housing corporations, 501(c)3 nonprofit corporations, and others by:

(a) *World Church Consultation.* Entering into discussions with World Church staff about alternative governance structures and their perspectives on potential benefits and drawbacks.

(b) *Other Communities.* Making an in-depth study of other intentional communities to understand their structures and how they achieve their goals; and

(c) *Professional Advisors.* Consulting with specialized and local legal and tax experts to gain an understanding of specific issues and opportunities.

3. *Analysis.* Analyze and document the costs, benefits, advantages, and disadvantages of each option, including the status quo.

4. *Updates.* Provide periodic updates to stakeholders via open committee meetings and other communications.

5. *Report.* Prepare a report that compares how the various options, including the status quo, would address the Community Goal, including the one-time and recurring costs and timeline.

6. *Proposal.* Strive to prepare a proposal for Onset Conference 2023 about completing the structural and/or ownership change.

**Cross Committee Collaborations:**

- *Long-Term Planning Committee.* Collaborate with the Long-Term Planning Committee, to share findings and avoid duplication of effort.
- *Communications & Marketing Committee.* Collaborate with the Communications & Marketing Committee to ensure the Onset Campgrounds Community is kept up-to-date on progress, decisions, and actions.

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**Resolution to Explore a New Ownership Entity and Governance Structure for the Campgrounds.**

*Whereas* the Onset Campgrounds and World Church both face increased financial liability due to the Campgrounds being an asset of the World Church; and

*Whereas* the New England Mission Center and World Church both wish to reduce financial risk to the extent possible while remaining true to the Mission of the Church and its members; and

*Whereas* World Church is supportive of exploring alternative structures for campground ownership and governance; and

*Whereas* several possibilities exist for different governance structures, with all or part of the campgrounds property being owned by an entity independent of the Church, but that will still allow for membership in the Community of Christ to remain a requirement for cottage ownership,

*Be it resolved that* the OBOT will immediately establish an *ad hoc* committee that includes no less than three and no more than nine interested volunteers from the Community of Christ Onset Campgrounds stakeholders, with the goal of maintaining a thriving community that upholds the enduring principles of the Community of Christ on the Onset Campgrounds into the future, empowered to:

1. 1) research alternative governance structures including cooperative housing corporations, 501(c)3 nonprofit corporations, and others;
2. 2) enter into discussions with World Church about converting the governance structure and the transfer of ownership of none, some or all of the Onset Campgrounds to a different legal entity;
3. 3) provide periodic updates to the Onset Campgrounds stakeholders;
4. 4) when the committee's analysis is complete, prepare a report outlining the characteristics of each identified option relative to the status quo and distribute it to the members of Onset Conference; and
5. 5) strive to prepare a proposal for Onset Conference 2023 about completing a structural and/or ownership change if applicable.

~Presented to the Onset Conference July 30, 2022 (substitute resolution, edited for spacing)