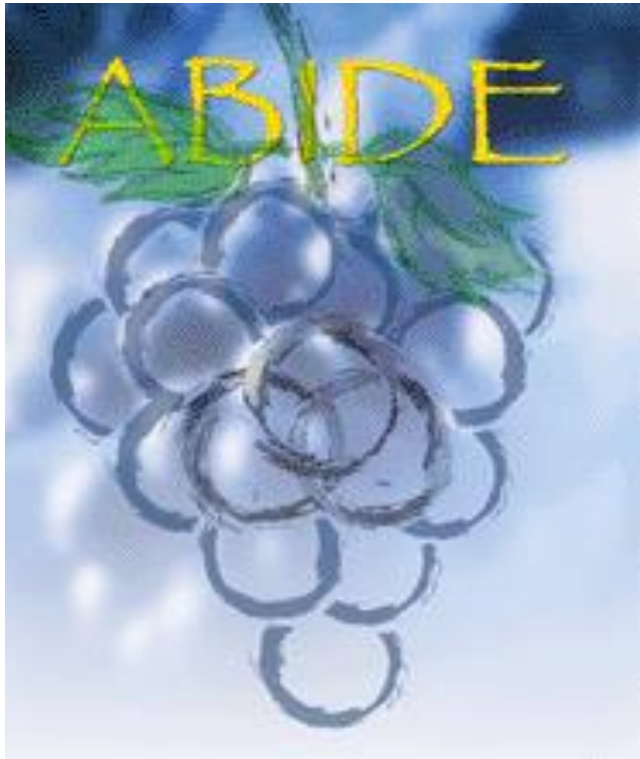


DENVER AREA



YOUTH FOR CHRIST®



"I am the Vine; you are the branches. When you're joined with Me and I with you, the relationship intimate and organic, the harvest is sure to be abundant. Separated, you can't produce a thing. Anyone who separates from Me is deadwood, gathered up and thrown on the bonfire. But if you make yourselves at home with Me and My words are at home in you, you can be sure that whatever you ask will be listened to and acted upon. This is how My Father shows who he is - when you produce grapes, when you mature as My disciples.

John 15: 4-8 The Message

Organizational Stewardship Handbook

May 2017

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Welcome to the Mission of Youth For Christ!

I want to commend you for your commitment to change the lives of teenagers through the message of Jesus Christ. There is no greater calling than this, and it is my goal to empower and release you in this ministry.

Why Organizational Stewardship?

Typically, a handbook like this would have a title like "Staff Manual" or "Policy Manual." It would be filled with all of the policies and procedures that you would be expected to adhere to as an employee of the organization. Although there will be some of that, I have chosen to title this the "Organizational Stewardship Handbook." Our purpose here is not merely to outline policies and procedures to which you are accountable. Our purpose is to call you to stewardship, in a biblical sense, of the mission of Youth For Christ in Denver, through this organization called Denver Area Youth For Christ.

Youth For Christ has a rich legacy of faithful youth evangelism since 1944 in the USA. Our chapter, Denver Area Youth For Christ, has participated in that legacy for just a few years less than that. We stand on the shoulders of many staff and volunteers who served faithfully before us. Our prayer is that we will be counted faithful by those who follow us. YFC is not just another youth organization. We are, and always have been, about a sacred mission of calling young people to new life in Jesus Christ. So a typical "Staff Manual" or Policy Manual" will not do.

What is Organizational Stewardship?

Organizational stewardship then is about much more than policies and procedures. It is about, faithfully and actively, living out our calling to this mission. It is about being a part of something that is bigger than any of us as individuals and our own personal call. It means that we work hard, as unto the Lord, to advance and protect this mission. It means that we work interdependently with the staff, ministry partners, and volunteers who God has called, in order to fulfill the mission of reaching lost youth with the Gospel.

As Paul talks about in 1 Corinthians 12, we are all a part of the body, serving an important and specific function. Without each part, the body is not complete. As a team, it is my desire that we serve together and use all that God gives us to the very best of our ability for His glory.

In this handbook, we will cover a thorough (though not exhaustive) set of organizational stewardship topics. These are set forth as a foundation for functioning together as a missional community of staff, ministry partners, and volunteers. Our goal is always to bring glory and honor to God as we fulfill our mission together.

In this handbook, you will find principles, forms, and policies that have been established to help guide us all in this ministry. The policies are defined to fit our entire team and not just one person. Hopefully, this will enable you to better serve our Lord as a part of this team.

Again, welcome to the worldwide family of Youth For Christ, as well as the team here in Denver. I trust you will always feel an "open door and open heart" atmosphere here. If there is something you don't understand or feel should be reconsidered, please talk to me about them. My door is always open.

Serving Him Together,

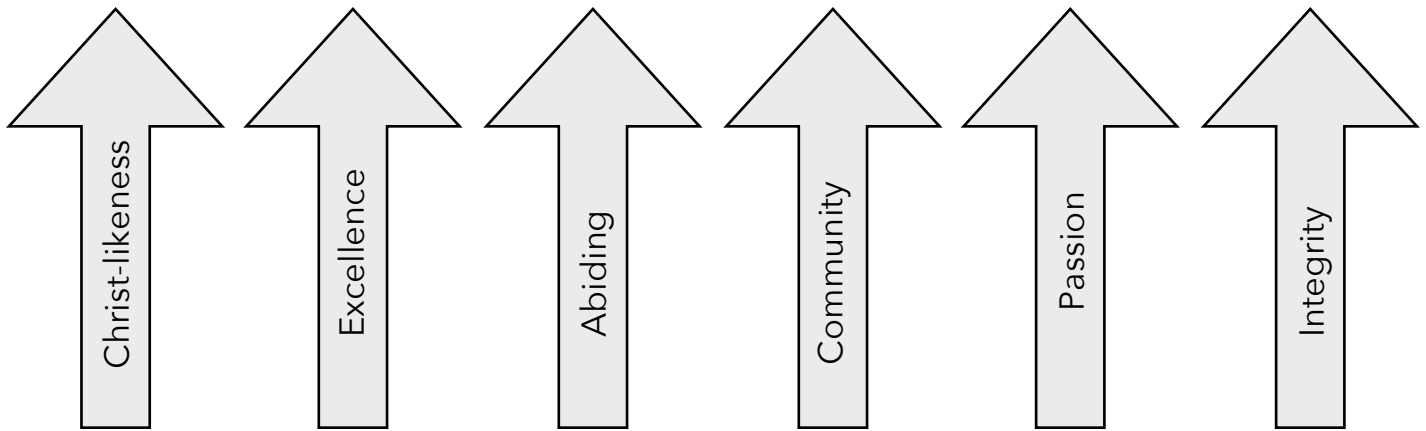


Ken Allen
Executive Director

STATEMENT OF BELIEFS

**Denver Area YFC
Vision Statement:**

As part of the Body of Christ, our vision is to see every young person in every school, institution, and neighborhood in the Denver area have the opportunity to make an informed decision to become a follower of Jesus Christ.



~ O U R C O R E V A L U E S ~

TRUST
OUR FOUNDATION

.....

YFC National Mission Statement:

YFC reaches young people everywhere, working together with the local church and other likeminded partners to raise up lifelong followers of Jesus who lead by their godliness in lifestyle, devotion to the Word of God and prayer, passion for sharing the love of Christ, and commitment to social involvement.

.....

ORGANIZATIONAL STEWARDSHIP OF OUR MISSION, VISION, AND CORE VALUES

At the heart of everything we do lies our Mission, Vision, and Core Values. We are effective stewards of our mission and vision by remaining focused on evangelism of young people ages 11 to 19. This is why we exist as a ministry. It is what drives everything we do. When considering any activity, ministry initiative, event, or expense, we ask the question, "Does this help fulfill our mission and vision?" If the answer is, "No," we should re-think that decision.

In the recent book *Mission Drift*, YFC is cited as one of the few ministries that has remained true to its mission throughout our history. Organizational Stewardship requires that we will not waiver from our mission and vision.

YFC NATIONAL MISSION STATEMENT

YFC reaches young people everywhere, working together with the local church and other likeminded partners to raise up lifelong followers of Jesus who lead by their godliness in lifestyle, devotion to the Word of God and prayer, passion for sharing the love of Christ, and commitment to social involvement.

DAYFC VISION

As part of the Body of Christ, our vision is to see every young person in every school, institution, and neighborhood in the Denver area have the opportunity to make an informed decision to become a follower of Jesus Christ and to be equipped on their path of life-long discipleship.

Organizational stewardship of our mission and vision also includes the way in which we operate as a ministry and as a team. We have chosen these core values carefully. They define who we are. Each is an aspect of how we strive to relate to each other and how we want to be known individually and corporately.

Our core values require a foundation of trust. Our primary trust is in God who called each of us to this mission. It is He who sustains us, provides for us, and accomplishes His will through us. Because we trust God, we choose to trust each other. We believe the best of each other. We bear one another's burdens. We consider the other as more important than ourselves. When trust is damaged, we move quickly to reconciliation, refusing to hold a grievance against another, and offering grace and forgiveness freely, just as we have been given grace and forgiveness by God.

CORE VALUES

Building on a foundation of trust in God and each other, as a missional community of staff, ministry partners, and volunteers, we will operate as part of the Body of Christ in a way that brings honor and glory to God, striving to exhibit these values in all that we do.

CHRIST-LIKENESS

We will endeavor to be Christ-like in all of our behavior, whether in word or action. We will sacrificially give of ourselves for the sake of the mission, the salvation of young people, and the good of each other.

EXCELLENCE

We will seek excellence in all that we do in order to bring glory and honor to Jesus Christ.

ABIDING

Knowing we can do nothing in our own strength, we will seek to continually and increasingly abide in Christ. We will seek to do nothing in the flesh but only in the power of the Holy Spirit.

COMMUNITY

Believing that the Church is the expression of the Body of Christ, we are committed to work in partnership with the local church in fulfilling the Great Commission. We will strive to live and work together in community, always seeking the best for our fellow staff and brothers and sisters in Christ.

PASSION

We will be passionately committed to our God, to our mission, and to each other. We will love young people with the Love of Christ and do everything in our power to introduce each one to faith in Jesus Christ.

INTEGRITY

We are committed to a life of integrity through personal and organizational accountability in lifestyle, relationships, finances, ministry, encouragement, and responsible evangelism. We will be transparent and honest in all of our relationships and in all of our dealings with people.

All of this, then, is the basis for everything that follows. The policies, procedures, and documents contained in this handbook are for the purpose of stewarding the various ways in which we function, as a missional community, in fulfilling the mission and vision of YFC in Denver.

In light of all of that, we have established a staff covenant which summarizes our commitment to our mission, vision, and each other.

DENVER AREA YFC STAFF COVENANT

As a team, we covenant together to fulfill our Mission and Vision as follows:

*Called by Jesus to contribute to the mission of Denver Area YFC,
I will work interdependently with the team Jesus calls
so that we all may become increasingly faithful to Jesus.*

OUR MOTTO

Faithfully pursuing the kid God places in front of me in order to reveal the love of Christ.

STATEMENT OF FAITH

All DAYFC staff, volunteers and board members must affirm our Statement of Faith and exclusive claims of allegiance that Jesus Christ makes upon everyone who would follow Him as Christians. With that understanding, they agree with and adhere to the Statement of Faith as one of Denver Area Youth For Christ's leaders, entrusted to advance the DAYFC mission.

1. We believe the Bible to be the inspired, the only infallible, authoritative Word of God.
2. We believe that there is one God, eternally existent in three persons: Father, Son and Holy Spirit.
3. We believe in the deity of our Lord Jesus Christ, in His virgin birth, in His sinless life, in His miracles, in His vicarious and atoning death through His shed blood, in His bodily resurrection, in His ascension to the right hand of the Father, and in His personal return in power and glory.
4. We believe that for the salvation of lost and sinful people regeneration by the Holy Spirit is absolutely essential.
5. We believe in the present ministry of the Holy Spirit by whose indwelling the Christian is enabled to live a godly life.
6. We believe in the resurrection of both the saved and the lost; they that are saved unto the resurrection of life and they that are lost unto the resurrection of damnation.

7. We believe in the spiritual unity of believers in Christ.

YFC FIVE ESSENTIALS

In our ministry, all of Youth For Christ is guided by five essential guiding lights that we believe lead to sustainable and fruitful ministry at over 2000 YFC Ministry Sites across the nation.

1. **Widespread Prayer**
We deliberately engage lots of Christians to intercede on behalf of the ministry site.
2. **Loving Relationships**
We consistently pursue lost kids & engage them in life-long relationships with Jesus.
3. **Faithful Bible Teaching**
We accurately handle Biblical truth, regularly coaching kids to apply it in their lives.
4. **Collaborative Community Strategy**
We intentionally work together with local churches, agencies, and other partners to provide sustainable youth and family ministry.
5. **Adults Who Empower**
We strategically develop leaders to reach young people from every people group.

UNIFIED FOCUS

As a part of the movement of YFC in the United States, knowing that this vision is God-sized, our focus is to recruit, train, and mobilize more and better (staff, volunteer, and student) leaders in authentic, Christ-sharing relationships with unsaved youth.

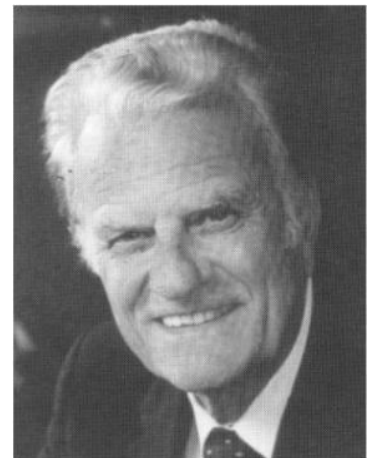
HISTORICAL BACKGROUND OF YOUTH FOR CHRIST

The roots of Youth For Christ go back into the early 1940's when young men, most of them ministers, evangelists, and laymen, were holding mammoth rallies in the United States, Canada, and England. They called them by various names: Singspiration (Kansas City), Victory Rally (San Diego), Voice of Christian Youth (Detroit), Word of Life (New York), Youth for Christ (Chicago, Grand Rapids, and Indianapolis), and Victorious Christian Youth (Tacoma).

YFC in its early years was not specialized in its ministry to youth as it is today. The crowds were a mixture of youth, young adults, middle-aged parents, and a scattering of elderly people. The YFC rally was the Christian's place to be on a Saturday night.

In 1944, a group met at Winona Lake, Indiana to discuss ways to handle the many requests for help to establish new rallies. They elected Torrey Johnson, a Chicago pastor, as the chairman. A one-room office in Chicago was opened, and Billy Graham was hired as the first full-time Youth For Christ worker. Graham began to preach and develop YFC rallies around the country, and the organization of Youth For Christ grew under Johnson's leadership.

From 1945 until the early 1950's, YFC was essentially large Saturday night evangelistic rallies. Auditoriums seating 1,000 to 10,000 were regularly filled to capacity, and a Soldier Field meeting in Chicago drew over 70,000 people.



*Dr. Billy Graham
First full-time worker of Youth For Christ*



YFC's development can be divided into four periods. The philosophies overlap to some degree; hence, the periods are approximate.

- mid-40's to mid-50's
- mid-50's to mid-60's
- mid-60's to late-90's
- late-90's to today

The first period: the mid-40's to the mid-50's

From its organizational birth in 1944 to the middle 50's, YFC experienced a fantastic explosion. Youth For Christ rallies were held all over America and in dozens of foreign countries. Organizationally, YFC was a very loosely knit federation. There was little or no control over personnel or the use of the organizational name. This period made YFC both famous and infamous.



The second period: the mid-50's to the mid-60's

The second era was the beginning of specialization in ministry among adolescents. Youth For Christ established its identity through the birth and spread of high school Bible clubs (later called YFC clubs); the birth of Lifeline, a ministry to delinquent teens (later called Youth Guidance and, now, Juvenile Justice Ministry); the rise of teen talent contests and Bible quizzing; a new emphasis on personal teen evangelism; specialized camping programs and high adventure trips; the development of teen music teams sent overseas; and the publication of *Youth for Christ* magazine (later to become *Campus Life* magazine).



This era produced a new generation of YFC men. "Youth specialists" were the new need of the hour. While there was still a great need for men who could organize, develop, and make the big Saturday night event happen, a second generation of men was growing up in the organization who had another set of gifts and insights which they would eventually impart to the organization. Multiple staff began to emerge in large cities, with all their inherent strengths and weaknesses.

Clubs were not leader-centered but rather student-centered. Clubs existed for the purpose of fellowship, leadership, and evangelism (in that order). The good club director was the man who got his kids to produce the club meeting in total - the skit, the singing, and even the speaking.

The third period: the mid-60's to the late 90's

It was the honest evaluation of "second generation" men that YFC's ministry was almost exclusively with Christian teens. We were evangelizing Protestantism. We ran SMOTS - Secret Meetings of the Saints. But what about the unchurched teens, those who had dropped out or never attended church, who could only be described as pagan? These were clearly in the majority, and yet most of our ministry wasn't even touching this segment of teenage America.



In 1962, the new shape of the campus ministry was conceptualized in terms of "teen to teen"- the Christian teenager properly and successfully communicating, in action and word, his or her personal faith in Jesus Christ to their friends, their campus, and their world. This developed into a new campus ministry approach called Campus Life clubs. A balanced-life philosophy involving a teen's physical, mental, emotional, and spiritual life was taught and hundreds of thousands of teens were introduced to the person of Jesus Christ in living rooms of homes in the 70's and 80's through Campus Life.

Helping empower the Christian student to share their faith was another important component of this era. Student Leadership meetings were birthed in the 80's, and the national DCLA student leadership conferences on evangelism were also very successful, training over 135,000 young people in sharing their faith in a personal and natural way.



Today: the late 90's to the present

Today, Youth For Christ has over 175 chapters in 1,500 cities and towns in the United States, with more than 800 staff and 10,000 volunteers involved in the lives of young people. Over 90 countries have YFC ministry established, and over 35,000 teens in the US and 125,000 around the world come to trust Christ as their Savior on average each year through the ministry of Youth for Christ.

DENVER AREA YOUTH FOR CHRIST

Established on May 17, 1951, DAYFC has a rich history of effective youth evangelism. We often hear from people who have great memories of the Saturday night rallies as well as those who were impacted by Campus Life and Youth Guidance.

DAYFC was among the first of the YFC chapters to establish Youth Guidance ministry, and it has been one of the leading chapters in ministering to troubled teens ever since. In the 70's and 80's, Denver Area YFC had one of the largest Campus Life ministries in the country. Sadly, due to financial and effectiveness struggles in the mid-90's, the decision was made to discontinue Campus Life. In 2010, Campus Life ministry was re-established.

YFC in Denver also led the way in establishing Teen Parents ministry which thrived for many years. Teen Parents was discontinued in 2008 due to financial constraints, and re-established in 2013 under the name Parent Life.

Throughout our history, many paid staff, ministry partners, and volunteers have faithfully pursued teens with the life-changing message of Jesus Christ. Rallies, wilderness trips, camps, counseling, *Scream In The Dark* and *City Life* have all played a part. In over 65 years of thriving ministry and financial struggles, we have remained true to the mission of reaching youth for Christ. We will continue to be faithful to that mission, by God's grace, as long as there are young people who need to hear the Good News of salvation through faith in His Son.

OUR MISSION FIELD

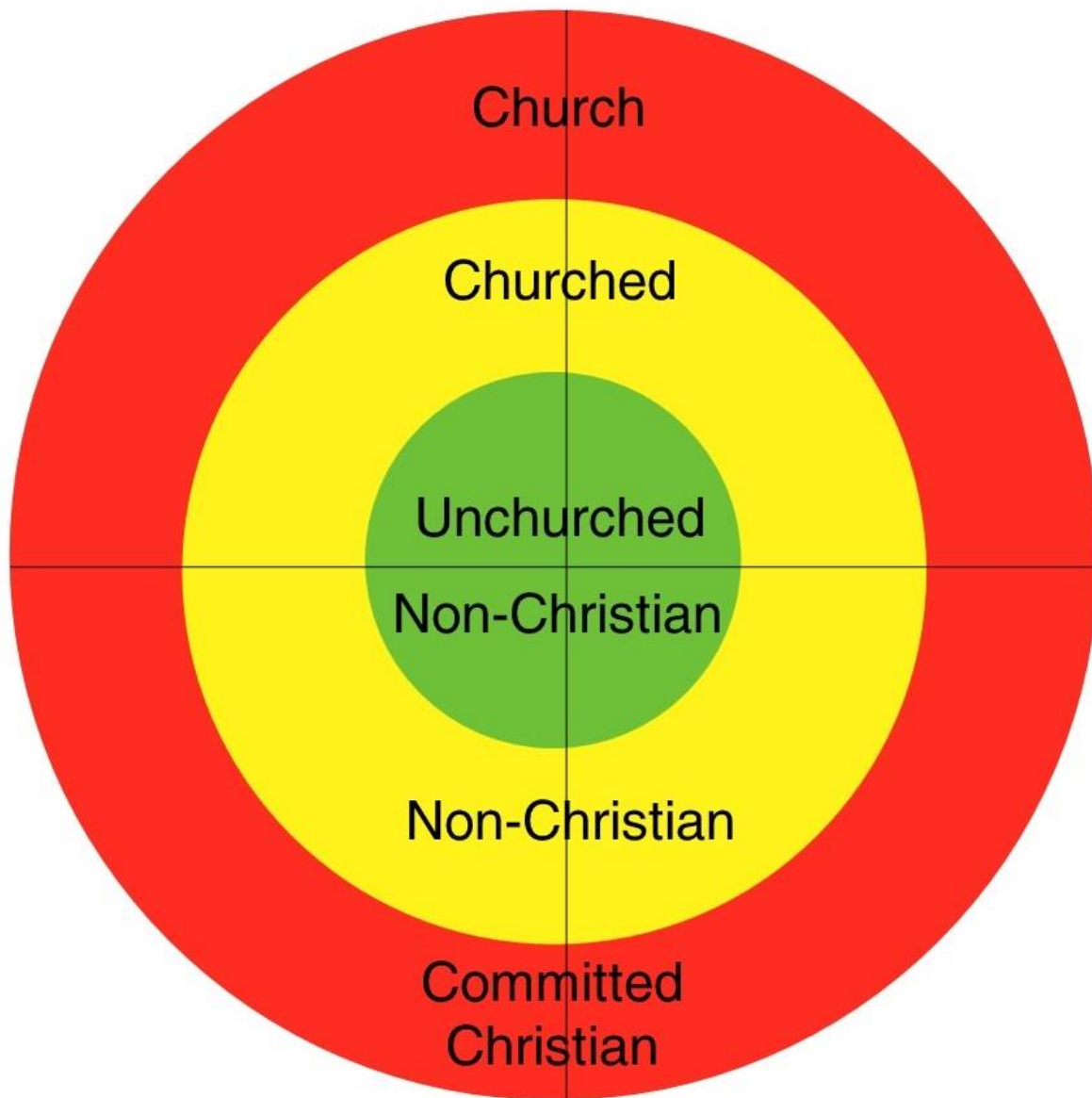


There are over 31,000 young people between the ages of 11 and 19 in the Denver metropolitan area, and according to many studies, only 30% (approximately) attend a church service any given week. This means there are a whole lot of teens not being reached with the Gospel, and that is our mission field.

REACHING THE RIGHT TEENAGER

In the book *Mission Drift*, Youth For Christ is cited as one of the few organizations that has remained true to our original mission of youth evangelism throughout our history. No organization is 100% pure, but YFC has consistently pursued "unsaved" and "unchurched" young people. Often reaching into segments of youth culture where churches and other organizations are not. Those are the young people to whom God has called us!

YFC USA President, Dan Wolgemuth, recently renewed our call to that mission. More specifically, to lost young people ages 11 to 19 years old. As an evangelistic mission to young people, we deliberately focus on unsaved kids who are unchurched. That is our call as an organization. We focus on and pursue the kids who "nobody else" is reaching.



Non-Christian, Unchurched 11 to 19 year olds

It is important to note that we are not making a statement here that an unsaved kid with no church background is more lost than an unsaved kid with a church background. We are also not saying that any "category" of kid is more, or less, important to God. We are simply saying that our calling as a mission is to the kid who has not committed his or her life to Jesus and who has not been, and is not, involved in a local church. These "least reached" kids are our particular niche, and we pursue them with the tools (ministry models, i.e. Campus Life, JJM, Parent Life, etc.) we have available.

Bow hunters spend countless hours shooting arrows at a target. When they first begin, they sometimes miss the target completely and have to go hunting for the arrow. As they improve, they can hit the target with every arrow almost 100% of the time. Just hitting the target, though, does not make for a successful hunter. Bow Hunters continue to practice until all of the arrows they shoot hit the center circle with a bull's eye here and there. Once in a while, an arrow will land in the middle circle or outside circle, but those were not the norm.

In the same way, in order to fulfill our mission, we must focus our efforts on the center circle: the non-Christian, unchurched 11 to 19 year-old teenager. As we do that, we will also reach those who are not in the center circle and that is great! However, if we do not aim at the bull's eye, we will only hit it by accident. We will still hit the target, but never reach those kids to which we are called. We will be "pretty good archers," but not great archers.

Finally, we realize that kids do not fall easily into the three categories on the target. They are not static. There is overlap and movement. A young person may have grown up in church (churched), but have never made a commitment to Jesus. Or he or she may have rejected Christ altogether. Another may have had no church background at all, may have made a decision for Christ at a camp or Christian event, but never begun to live a committed Christian life. Still others may have followed Jesus for a time and then stopped (we are not debating eternal security here).

We do not reject or ignore any kids in any category. We simply focus on the bull's eye, and we seek to help every kid, who God brings our way, to become life-long followers of Jesus Christ.

As we think of our mission field then, we consider the thousands of unsaved kids living in it. As we focus on our particular ministry sites and the hundreds, sometimes thousands in them, we focus on those who have never heard of the love of God and His salvation through Jesus Christ. As Paul writes in Romans,

How, then, can they call on the One they have not believed in? And how can they believe in the One of whom they have not heard? And how can they hear without someone preaching to them? And how can anyone preach unless they are sent? As it is written: "How beautiful are the feet of those who bring good news!" Romans 10:14-15 (NIV)

You are the sent ones. You are sent to those who have not heard. You are called to focus on the center of the bull's eye: non-Christian, unchurched 11 to 19 year-olds. As we are faithful in focusing on our mission field, we trust our loving Father to bring all those He will to faith in Christ.

LIVING THE LIFE OF A LEADER

There are certain leadership traits that are important to serving in this ministry...

HUMILITY.....	<i>Knowing yourself well and experiencing God's amazing grace</i>
TEACHABILITY..	<i>Learning, growing, and changing as necessary</i>
FLEXIBILITY.....	<i>While holding to the mission, willing to live with the constancy of change</i>
VISIBILITY.....	<i>Willing to be out front, embodying the mission to your various constituencies</i>
INTEGRITY.....	<i>The personal striving to be consistent in doing what is right</i>
VISION.....	<i>The ability to see a clear, captivating, and compelling view of the future</i>
UNSELFISHNESS	<i>Practicing servanthood in all that is done</i>
DECISIVENESS..	<i>The willingness to make decisions promptly and to communicate them clearly</i>
COURAGE.....	<i>The ability to stand against the odds and to think and act under pressure</i>
GRACIOUSNESS	<i>The ability to act in an appropriate, Christ-like manner in any situation</i>
DEPENDABILITY..	<i>Carrying out the intent and/or spirit of the responsibility</i>
ENTHUSIASM.....	<i>The display of sincere interest and zeal in the performance of responsibilities</i>
INITIATIVE.....	<i>Seeing what has to be done and helping do it, even in the absence of the help of others</i>
DISCERNMENT....	<i>Prayerfully weighing the facts and possible solutions in order to make sound decisions</i>
JUSTICE.....	<i>The quality of being impartial and consistent in exercising leadership</i>
PERSEVERANCE	<i>Sticking to a job and seeing it through to completion</i>
TACT.....	<i>The ability to deal with others without offending them</i>
GRACE.....	<i>Thinking the best of people and overlooking an offense</i>
TRANSPARENCY	<i>Being open and honest in your opinions and ideas and owning your issues</i>
TEAM FOCUSED	<i>Having a servant attitude and having each other's backs</i>

WOW! What a list. I'm sure I do not reflect all these qualities every day. But like the apostle Paul, I say...

I am still not all I should be, but I am bringing all my energies to bear on this one thing: Forgetting the past and looking forward to what lies ahead, I strain to reach the end of the race and receive the prize for which God is calling us up to heaven because of what Christ Jesus did for us. Philippians 3:13-14 (The Living Bible)

Note: YFC USA has created a document called "Living the Life of a Leader" which must be read and signed by each staff person on a yearly basis. That document is available from your supervisor, and it will be provided to you each year as part of our annual chartering process.

SPIRITUAL RESPONSIBILITIES

Because the overriding religious purpose and mission of Denver Area Youth For Christ is to communicate and introduce the Gospel of Jesus Christ to young people and their families, and in that regard to make, educate, and encourage life-long disciples of the Lord Jesus Christ, it is very important that you as an employee in the movement of Youth For Christ be recognized as an associate minister of the Gospel.

As an employee of Youth For Christ and an associate minister of the Gospel, YFC expects all employees to:

- Seek God's guidance and wisdom, through prayer and meditation, for the organization as a whole as well as for specific ministry initiatives.
- Participate and lead regular times of prayer, devotion, and worship as a regular aspect of your role within YFC.
- Teach and preach from the Holy Bible at YFC staff meetings, conferences, camps, and events.

Additionally, YFC employees may be commissioned or licensed as a minister of the Gospel through the established Youth For Christ process, and/or ordained by an outside body recognized by Youth For Christ. As such, the following additional responsibilities of a spiritual nature will apply to this position:

- Perform sacramental functions such as the taking of communion and leading times of corporate prayer, confession, and praise.
- Perform and lead religious ceremonies such as weddings, baptism, and funerals when called upon by staff and other members of the YFC community.

POLICIES AND PROCEDURES

PURPOSE

1. To provide all employees with detailed policies and procedures of the organization.
2. To ensure that all employees are treated equally and fairly.
3. To avoid the possibility of any confusion or misunderstandings regarding personnel policies and procedures.
4. To provide a "bottom line guide" for management and staff alike.

Revisions of this policy guide may take place in the future through action by the Board of Directors at any time. You will be informed of any changes and have access to them. This edition replaces all previously issued editions.

EMPLOYMENT

The Board of Directors employs the Executive Director. The Executive Director is charged with the responsibility of hiring, promoting, and dismissing all employees.

The Board of Directors shall implement all personnel policies through the Executive Director.

Denver Area Youth For Christ staff are considered "at will" employees. This handbook has been prepared as a guide and reference for employees. The plans, policies, and procedures described here are not necessarily conditions of employment. Denver Area Youth For Christ reserves the right to modify, revoke, suspend, terminate, or change any or all such plans, policies, or procedures in whole or in part, at any time with or without notice. The language used in the handbook is not intended to create, nor is it considered to constitute, a contract between Denver Area Youth For Christ and any of its employees. Employment with Denver Area Youth For Christ is voluntary and terminable "at will" with or without cause.

EQUAL EMPLOYMENT OPPORTUNITY

Denver Area Youth For Christ is dedicated to the principles of equal employment opportunity. We prohibit unlawful discrimination against applicants or employees on the basis of age 40 and over, race, sex, color, national origin, disability, genetic information, or any other status protected by any federal, state, or local law applicable to Denver Area Youth For Christ. This prohibition includes unlawful harassment based on any of these protected classes. Unlawful harassment includes verbal or physical conduct which has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment. This policy applies to all employees, including managers, supervisors, co-workers, and non-employees such as volunteers, customers, clients, vendors, consultants, etc.

However, as a religious nonprofit organization, Denver Area Youth For Christ incorporates within each employee role, the requirement to model, teach, share, and live the faith. The relationship between DAYFC's mission and each of its employees is its lifeblood and as such does at all times and in all instances reserve the right to make employment decisions based upon a person's religious beliefs, personal character, and lifestyle which are not consistent with our understanding of the Bible or with our overall goals and requirements for Christian ministry.

Denver Area Youth For Christ will make reasonable accommodation for qualified individuals with known disabilities unless doing so would result in an undue hardship to the company or be a direct threat to others or themselves. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

Denver Area Youth For Christ prohibits retaliation against any employee for filing a complaint under this policy or for assisting in a complaint investigation. If you believe there has been a violation of our EEO or retaliation standard, please follow the complaint procedure outlined below.

SEXUAL HARASSMENT

Denver Area Youth For Christ strongly opposes sexual harassment and inappropriate sexual conduct. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, when:

- Submission to such conduct is made explicitly or implicitly a term or condition of employment; or
- Submission to or rejection of such conduct is used as the basis for decisions affecting an individual's employment; or
- Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

All employees are expected to conduct themselves in a Christian, professional, and businesslike manner at all times. Inappropriate sexual conduct is expressly prohibited by this policy. Such conduct includes, but is not limited to, sexually implicit or explicit communications whether in:

- Written form, such as cartoons, posters, calendars, notes, letters, email.
- Verbal form, such as comments, jokes, foul, or obscene language of a sexual nature, gossiping, or questions about another's sex life, or repeated unwanted requests for dates.
- Physical gestures and other nonverbal behavior, such as unwelcome touching, grabbing, fondling, kissing, massaging, and brushing up against another's body.

EEO/SEXUAL HARASSMENT COMPLAINT PROCEDURE

If you believe there has been a violation of the EEO policy or harassment based on the protected classes outlined above, including sexual harassment, please use the following complaint procedure. Denver Area Youth For Christ expects employees to make a timely complaint to enable the organization to promptly investigate and correct any behavior which may be in violation of this policy.

Report the incident to your supervisor who will promptly investigate the matter and take appropriate corrective action. Your complaint will be as confidential as practicable. If you feel you cannot go to your supervisor with your complaint, you should report the incident to the DAYFC designated Human Resources Representative.

If you cannot approach either your supervisor or HR representative with your concern, or otherwise desire to make an anonymous report regarding sexual misconduct, harassment, fraud, or other violations, you can do so through the professional reporting service, Praesidium. To file an anonymous report through Praesidium, call 1-888-607-SAFE or email SAFE@praesidiuminc.com. You will be taken through a step-by-step process identifying the nature of your concern, and a report will be forwarded to the appropriate person at Denver Area YFC, whereupon an investigation into the concern or incident will be initiated.

If Denver Area Youth For Christ determines that an employee's behavior is in violation of this policy, appropriate disciplinary action will be taken against the offending employee, up to and including termination of employment.

Denver Area Youth For Christ prohibits retaliation against an employee for filing a complaint under this policy or for assisting in a complaint investigation. If you perceive retaliation for making a complaint or your participation in the investigation, please follow the complaint procedure outlined above. The situation will be promptly investigated.

EMPLOYEE STATUS AND PAYROLL PROCESSES

EMPLOYMENT CLASSIFICATIONS

References in the body of this handbook will correspond to the following categories:

1. Temporary employees are defined as employees hired to fill temporary needs. Temporary employees are hired with the understanding that their employment is for a limited period of time or for the duration of a specific project. This is normally not to exceed a period of six months, but may be extended with the approval of the Executive Director. Temporary employees are not eligible for coverage under the DAYFC Group Health plan.
2. Part-time employees are defined as employees hired to fill positions on the regular staff, but work less than 32 hours per week. Because of their part-time status, part-time employees are not eligible for coverage under the DAYFC Group Health plan.
3. Full-time hourly employees are defined as employees hired to fill positions on the regular staff and to work a minimum of 32, but typically 40, hours during each work week. Because of their full-time status, they are entitled to employee coverage under the DAYFC Group Health plan.
4. Student interns (Paid) are defined as high school juniors/seniors or college students who raise a pre-determined amount of financial support to allow them to assist Category 7 & 8 employees (see below) in ministry with young people. Average hours of service do not exceed 15-20 hours per week. Because of their part-time status (and coverage under a parent's plan), they are not eligible for coverage under the DAYFC Group Health plan. Internships should not last more than six months, but in certain circumstances, an intern may be re-engaged for a second six-month term.
5. Part-time salaried ministry staff are defined as ministry staff that raise a pre-determined amount of financial support to allow them to serve reaching young people. Average hours of service do not exceed 32 hours

per week. Because of their part-time status, they are not eligible for coverage under the DAYFC Group Health plan.

6. Full-time salaried professional and administrative staff are defined as employees who have significant roles of responsibility within the organization and are committed to excellence in moving the ministry forward through administration. These roles are salaried, and they are entitled to employee coverage under the DAYFC Group Health plan.
7. Credential candidates are defined as full-time ministry staff in training. This process will take a minimum of one year and is designed to be completed within a two-year maximum. A detailed account of the Credential candidate process follows. They raise a pre-determined amount of financial support to allow them to serve reaching young people. These roles are salaried, and they are entitled to employee coverage under the DAYFC Group Health plan. Credential candidates are also entitled to reimbursement of additional expenses as approved by the Board of Directors. Ordained, licensed or commissioned category 7 employees are eligible to request an annual housing allowance to be calculated as a part of their compensation. Housing allowance must be requested and approved annually by the Board of Directors.
8. Full-time ministry staff are defined as staff who have successfully completed the YFC Credentialing process. They raise a pre-determined amount of financial support to allow them to serve reaching young people. These roles are salaried, and they are entitled to employee coverage under the DAYFC Group Health plan. Full-time ministry staff are also entitled to reimbursement of additional expenses as approved by the Board of Directors. Ordained, licensed, or commissioned category 8 employees are eligible to request an annual housing allowance to be calculated as a part of their compensation. Housing allowance must be requested and approved annually by the Board of Directors.
9. Executive Director is defined as the CEO of the organization. He or she is also either a category 7 or 8 employee. As well as raising a pre-determined amount of financial support to allow them to serve reaching young people, a stipend amount is added to the financial package from the general budget to help compensate for the additional management and leadership responsibilities.

HOURS OF WORK, WAGES, OVERTIME

ASSOCIATION OF CHURCHES

YFC USA is recognized as a 501c3 Association of Churches in the United States under the IRS code. DAYFC is a chartered member of YFC USA, and, as such, is a member of that Association of Churches. Accordingly, all employees of DAYFC are considered Associate Ministers of the Gospel.

The DAYFC Board of Directors, by resolution, has exempted DAYFC from the Fair Labor Standards Act (FLSA) regulations under the "ministerial exemption." Under the "ministerial exemption," DAYFC is not required to pay overtime to any employee in any staff category for hours worked in excess of 40 hours per week.

ALL STAFF CATEGORIES

The work week begins on Sunday and ends on Saturday. Staff may be required to work on weekend days/evenings as well as weekday evenings as the need arises. Normal office hours are from 9:00am - 5:00pm Monday through Friday. Staff hours vary according to the requirements of each position and are established by the Executive Director.

CATEGORY 1,2,3

The office hours of the organization are from 9:00am to 5:00pm, Monday through Friday. All hourly administrative employees will work regular office hours unless special arrangements are made with the Executive Director or the Office Manager. A regular unpaid lunch period of up to one hour will be granted, with the time to be determined by the Office Manager as it relates to the tasks of the day.

It is the regular practice of Youth For Christ for category 1,2, & 3 employees to not accrue hours in excess of 40 hours per week. Holiday or vacation pay does not count in computing hours worked.

A time sheet for the pay period (semi-monthly) will be required from each category 1,2 & 3 employee and must be submitted through the Paychex Flex system every Friday.

CATEGORY 4

The same guidelines for Category 1,2,3 employees apply to Category 4 employees, with the exception of the normal hours of work. Because of the nature of youth ministry, Category 4 employees will regularly work outside the 9-5 work day.

CATEGORY 5

Part-time ministry staff raise a pre-determined amount of funds for support of the ministry. Their pay is normally on a stipend basis, figured on an average amount of hours worked in the ministry each week less than 32.

CATEGORY 6

Normal working hours for the Professional and Administrative staff are from 9:00am to 5:00pm with one hour for lunch. These positions are paid on an annual salary basis, and are exempt from overtime hours. Professional and Administrative staff will work regular office hours unless arrangements are made with the Executive Director or Office Manager.

CATEGORY 7,8,9

Normal working hours for Category 7,8,9 employees average 40 to 50 hours per week. These positions are paid on an annual salary basis, and are exempt from overtime hours.

DETERMINATION OF SALARY/HOURLY WAGES

Denver Area Youth For Christ seeks to provide a fair and consistent salary structure for our staff. Salaries and hourly wages will be determined by the Board of Directors in consultation with the Executive Director.

HOUSING ALLOWANCES FOR ORDAINED STAFF

This benefit is available to all ordained, licensed, or commissioned ministers who work full-time for Denver Area Youth For Christ. This is requested and approved annually by the Board of Directors.

The employee is solely responsible for declaring the amount of the housing allowance in accordance to current IRS guidelines. Worksheets, manuals, and updates via the internet are available to assist in determining the proper amount. You may see the designated HR Director for a sample worksheet.

A written request must be submitted annually to the Executive Director for a specific portion of your salary to be set aside as housing allowance, along with the confirming documents supporting your qualification from your church or denomination. The Board of Directors will approve your request on an annual basis and place such record of approval in the minutes of the meeting so you will have proof to present to the IRS if requested.

SPEAKING ENGAGEMENTS AND HONORARIA

Denver Area Youth For Christ encourages staff to pursue opportunities to minister outside the local YFC organization. However, considerations of time, energy, and focus must prevail. Accountability is required to make sure staff remain balanced in their ministry, home, and church life.

Speaking opportunities need to be approved by the staff person's supervisor before being accepted.

All honoraria for services rendered by DAYFC staff while representing DAYFC or serving during DAYFC work time will be turned into DAYFC and credited to the staff person's ministry support goal.

Honoraria for speaking engagements not related to DAYFC may be kept by the staff and considered a benefit to the scope of influence of Denver Area YFC. The approval of the Executive Director is required prior to a staff member's acceptance of these speaking engagements. Depending on the time involved and circumstances, the staff member may be required to use PTO hours accrued for these opportunities. This will be determined in consultation with the Executive Director.

There is also a Ministry Leave policy, where full-time ministry staff are allowed to have up to two weeks paid ministry leave within a 2-year span of time for use on an extended ministry opportunity either in YFC or outside of YFC. One such example would be serving as an advisor for the annual YFC Institute training conference or as a counselor at YFC Camp. Such ministry leave must be approved by the Executive Director, and the preparation time for such leaves must occur outside of job hours. If an honorarium is involved with this opportunity, it can be kept by the staff and considered a benefit to the scope of influence of Denver Area YFC.

REIMBURSABLE EXPENSES

Denver Area YFC ministry staff are provided reimbursement for general ministry expenses. This includes expenses with young people, volunteers, community contacts, or donors when the meeting is specifically connected to you furthering the ministry of YFC. Employees in categories 5, 6, 7, 8 & 9 can request reimbursement for out-of-pocket ministry expenses on a twice monthly basis. Generally, employees in categories 1,2,3, & 4 should not incur out-of-pocket expenses. On the occasion these expenses are incurred, the same policies apply. Examples include staff parties, cards, supplies, and in-house trainings.

Expenses must be approved by your supervisor and must not exceed the budgeted amount for your ministry site. DAYFC uses a payroll expense reimbursement plan. See the Accounting Admin for details.

Approved expenses are listed below:

- Supplies and ministry resources
- Meals, snacks, etc. purchased in conjunction with ministry with youth
- Admission to athletic or other events when spending time with youth
- Ministry, snacks, and materials in conjunction with ministry with volunteers
- Meals, snacks, parking, small gifts, thank you cards, etc. purchased in conjunction with fundraising appointments or ministry to donors, volunteers, youth, parents of youth, or church partners
- Books and materials for young people or for personal use to help you in your ministry
- Minor office expenses (Most office supplies should be requested and purchased by the Office Manager.)
- Other expenses as approved by your supervisor
- Cell phone expense up to \$50 monthly (See Cell Phone reimbursement policy)

Non-approved, non-reimbursable expenses include:

- Alcoholic beverages
- Automobile mileage, gasoline, maintenance, or repairs
- Equipment such as computers and peripherals, sound equipment etc.
- Anything costing over \$100 without prior approval of your supervisor

Expenses which require pre-approval include:

- Anything costing over \$100
- Equipment such as computers and peripherals, sound equipment, etc.
- Additional conferences and training
- Teen scholarships for trips and events
- Special youth events, trips, etc.
- Anything not listed above

PERSONAL CREDIT CARDS

DAYFC ministry staff are encouraged to use a personal credit card for reimbursable ministry and travel expenses. The advantages of this include the avoidance of out-of-pocket cash expenditures and a simplified reporting experience. If a staff person does not have a personal credit card that can be used for reimbursable expenses, they can request with their supervisor that other arrangements be made. Any such request should be made at least two weeks in advance of incurring any expenses.

CELL PHONE REIMBURSEMENT POLICY

Recognizing that ministry staff may use his/her personal cell phone for ministry related calls and emails, DAYFC provides limited, partial reimbursement for ministry staff cell phone usage costs as follows:

1. DAYFC will reimburse full-time ministry staff a flat rate of \$50 per month for cell phone charges. Part-time ministry staff will be reimbursed \$25.
2. A copy of the actual phone bill must be submitted in the month it is received for reimbursement. The bill must show the actual monthly cost of the phone and data plan (if any) and receipt of the previous month's payment made. In the case of staff who are part of a "shared" plan, only the actual charges of the bill related to that phone will be considered eligible for reimbursement.
3. The request is submitted through ExpenseWire, with the accompanying copy of the bill, and must be signed off on by the staff person's supervisor. Typically, reimbursement checks will be distributed within two weeks of receiving the check request in the accounting office. No reimbursements will be "made up" for bills not submitted in the month they are received.

TRAVEL AND EXPENSES

Employees are expected to exercise good business judgment with respect to all expenses. A good rule of thumb is to spend DAYFC funds as carefully and judiciously as you would your own (in fact, even more so).

Because of our commitment to integrity and accountability, all expenses must be supported with required documentation (receipts), and the accounting for all expenses must be done promptly and accurately.

MAJOR TRAVEL AND EXPENSES

Prior to major travel (conferences, chapter visits, airline flights, and trips longer than 48 hours in duration), pre-trip approval needs to be granted by the Executive Director before any funds are spent.

All domestic air travel should be planned to achieve the purpose of the trip in the most practical manner possible. Consideration should be given to both cost and convenience. Any frequent traveler awards or incentives offered are allowed to be kept by the employee for their benefit.

When traveling on the road, if hotel accommodations are necessary, the standard of accommodation should be in keeping with the purpose of the trip. Again, the best rule of thumb is to make these decisions as carefully and judiciously as you would if the expense was coming from your personal funds.

Tipping is an accepted aspect of life on the road. Tips should be reasonable and necessary, and follow local custom. Some examples of this are:

- Bellhops \$1.00 per bag
- Taxis 10%-15% of the fare - usually minimum of \$1.00
- Waiters 15%-20% of the bill
- Housekeeping \$1.00/person/day

In this age of cell phones, IM, and personal technology, there are many options. Long-distance calls charged to your hotel room should be the last option, as they are normally the most expensive option available.

It is generally acknowledged that life is always more expensive on the road. There will be times where you are with a group of people and entertainment expenses are incurred (such as a group attending a ball game, movie, a round of golf, etc.). If this is a group expense as part of the travel, it is eligible for reimbursement. If it is a personal entertainment choice, it is viewed as a personal expense. In-room movies are always considered personal entertainment choices, and will not be approved for reimbursement. Consumption of alcohol is discouraged and no reimbursement will be made for alcoholic beverages. Cleaning and pressing services for laundry are only allowed when a traveler will be away from home base more than five days.

All expense requests for reimbursement must be submitted within 30 days of your return. Proper documentation including receipts, is expected to be submitted through ExpenseWire by the employee.

PURCHASES

Any purchase or expense incurred outside of the above reimbursable expenses and travel expenses policies must be approved in advance by your supervisor and the Executive Director. No purchases of this kind will be approved with less than two weeks' notice and only in the case of demonstrated ministry need. Approval is solely at the discretion of the Executive Director and should follow normal office purchase procedures. Purchases of this kind, without prior approval, will not be reimbursed.

EMPLOYEE BENEFITS

RETIREMENT

DAYFC provides an optional Simple IRA retirement program for full-time employees through Principal Financial. Employees may deduct up to the allowed amount from their pay. DAYFC will match up to a maximum of 3% of the employee's pay (excluding housing allowance) and contribute that directly to the employee's account. Full-time employees are eligible for the retirement program upon completion of the 90 day introductory period of employment. Details of the retirement program can be obtained from the DAYFC office.

MEDICAL/DENTAL INSURANCE COVERAGE

Full time employees will be eligible on the first of the month coinciding with or following the completion of 30 days of continuous, full-time employment to be insured with medical and hospitalization insurance as provided under the DAYFC Group Health Plan, provided he/she meets eligibility and waiting period requirements as listed.

The DAYFC Group Health Plan is established as a full 100% participation plan. All full-time staff (employed 32 hours or more per week) who meet the following conditions are required to participate (unless they are (1) covered under a COBRA plan through a previous employer, (2) are covered under a group plan through their spouse's employer, or (3) are covered under the former HMO ruling).

Denver Area Youth For Christ provides the following insurance for full-time employees:

- Single or Family employee health and hospitalization coverage (choice of premium or standard coverage)
- Single or Family employee dental coverage
- Health Savings Account (HSA) Eligible - The plan is HSA eligible which allows an employee to elect to deduct up to the allowed amount of pre-tax salary to be deposited in an HSA account in order to pay for out-of-pocket medical expenses. Details may be obtained from the DAYFC office.

In either or both cases, DAYFC covers a fixed dollar amount of the employee's premium(s). The remainder of the employee's premium(s) are deducted from the employee's paycheck twice a month.

Details of all coverages available can be obtained from the office. The employee's coverage terminates upon termination of employment or when the employee's employment category changes to a category other than full-time. Upon termination of employment, employees may apply to the insurance companies for an individual medical insurance policy. The application for a conversion policy must be made within 31 days of termination as explained in the insurance policies.

Denver Area Youth For Christ also provides the employer portion of FICA (when applicable), liability coverage for the ministry, and worker's compensation insurance.

PAID TIME OFF (PTO) POLICY

DAYFC recognizes the importance of time off for the employee to have opportunity for rest, recreation, tending to personal illness, deaths in the family, and other personal business.

PTO is defined as paid time away from work, and is granted to full-time employees only. Part-time employees are not entitled to PTO. You may use the time for vacation, sickness, funerals, or other purposes of your choosing.

Full-time salaried employees accrue PTO beginning with your first day of employment. Unless otherwise agreed upon in writing prior to your employment, PTO is awarded based only on years of service to Denver Area Youth For Christ as follows:

- Less than 5 years of service: Annual benefit is 2 weeks or 80 hours, accruing at 6.66 hours monthly.
- 5-19 years of service: Annual benefit is 3 weeks or 120 hours, accruing at 10 hours monthly.
- 20 or more years of service: Annual benefit is 4 weeks or 160 hours, accruing at 13.33 hours monthly.

Full-time hourly employees (defined as working 32 or more hours per week, will earn hours based on the number of actual hours worked:

- Less than 5 years of service: earned at .038461538 hours per hour worked. (For a 40 hour/week full-time employee this equates to 80 hours/year.)

- 5-19 years of service: earned at .057692308 hours per hour worked. (For a 40 hour/week full-time employee this equates to 120 hours/year.)
- 20 or more years of service: earned at .076923077 hours per hour worked. (For a 40 hour/week full-time employee this equates to 160 hours/year.)

After you have completed 90 days of employment, you will be fully vested in your accrued PTO and may begin drawing on it. You may carry a negative PTO balance to the extent of the PTO hours you will have earned by the end of the current year. In other words, if your position entitles you to 120 hours of PTO per year, you will not have earned the full amount until the end of the year, but you may take the entire 120 hours earlier in the year. You may have a negative balance in your PTO bank during the year to the extent of the hours you are entitled to (ex: 80, 120, 160). A positive balance in your accrued PTO will be paid out to you if you leave the ministry. A negative balance of your PTO will be subtracted from your final paycheck upon leaving the ministry.

You are strongly encouraged to use all of the PTO you will earn during a year. However, if circumstances arise that prevent you from being able to take all of your PTO by the end of a fiscal year (June 30), you may request permission from the Executive Director (ED) to carry over up to 24 hours of PTO to the following year. Any unused PTO in excess of 24 hours at the end of a year will be forfeited. If you begin your employment in April, May, or June, you will be allowed to carry all of your PTO balance forward to the next year, but you may carryover no more than 24 hours at the end of that next year.

For any planned PTO, submit the PTO form to your supervisor for approval. You are cautioned not to purchase airline tickets or make other commitments until your PTO request has been approved. You are responsible for announcing planned PTO at least two weeks ahead of the absence.

Requests for PTO due to illness or family emergency must be accounted for. Out of respect for the others in the office and for planning purposes, the employee is expected to notify their supervisor, the Office Manager or the Executive Director by phone as soon as possible in the event of an illness or emergency when they plan to be off from work.

PTO must be recorded at the time it is incurred, even if you plan to make up the missed time by working on a different day. To make up PTO time, it must be made up within a week after it is taken pursuant to a make-up plan approved by the Executive Director. Examples of non-vacation time off that should be recorded as PTO include illness, school functions, funerals, sick children, etc. If you work less than six hours in a day, you are required to record enough time to PTO to equal an 8-hour day.

ADMINISTRATION OF THE PTO POLICY

The Executive Director is responsible for administration of the PTO policy. Exercising reasonable discretion, the ED may, in limited circumstances, make minor deviations from this policy in order to accomplish the purposes of this policy.

COMP TIME

Denver Area Youth For Christ does not have a comp time policy. Employees are encouraged and expected to maintain healthy, balanced work habits. In the unusual circumstance that an employee seeks PTO that he/she has not "banked," the employee may request such time from their department head.

HOLIDAYS

DAYFC grants the following paid holidays for all full-time staff:

- New Year's Day
- Good Friday
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day and day after
- Christmas Eve Day
- Christmas Day

If one or more of these days falls on a weekend, compensating days will be granted before or after the weekend. For part-time employees, when the office is closed, holidays that fall on a date that is a regularly scheduled work day, will be treated as a paid work day based on your average hours worked daily.

LEAVES AND ABSENCES

FAMILY MEDICAL LEAVE ACT OF 1993

FMLA requires covered employers to provide up to 12 weeks of unpaid, job protected leave to "eligible" employees for certain family and medical reasons. Employees are eligible if they have worked for a covered employer for at least one year and for 1,250 hours over the previous 12 months, and if there are at least 50 employees within 75 miles.

Since Denver Area Youth For Christ employees do not qualify for FMLA (since there are not 50 employees within 75 miles), our intent is to honor the spirit of this legislation. The following list of leaves and absences attempts to do this. If there is a specific situation an employee wishes to be considered, a written request must be submitted to their supervisor with a minimum of 30 days' advanced notice when the leave is "foreseeable." The decision will be communicated back to the employee within 10 days of submitting the request.

MATERNITY LEAVE

Employees with more than one year of service after the introductory period has ended will be granted maternity leave without pay for up to three months and will then be reinstated following her leave to her former position or one with similar responsibilities. In specific cases to be considered individually, maternity leave may be extended up to six months.

Written request for maternity leave should be made at least sixty days before the date which the leave is expected to begin. This written request should include a statement of intent regarding the employee's plans to return to work, expected date of return, and expected hours to be worked.

The employee's service anniversary date will remain the same. However, PTO hours will not accrue during the maternity leave. Holidays occurring during the maternity leave will not be paid.

The employee's insurance coverage will continue for a maximum of three months during the maternity leave. The baby is covered for the first thirty days of life under the mother's policy. If it is desired that the baby be covered on the DAYFC family plan, the employee must request that this be added before the end of coverage under the mother's policy.

The employee may work on an hourly basis during the maternity leave. Any projects that are conducted must be conducted with the approval of the employee's direct supervisor and should be conducted in the office. These assignments will be paid on an hourly basis corresponding to the employee's regular rate.

Upon the beginning of the maternity leave, the employee may use PTO hours earned to date. These may be taken in addition to the leave time, with the leave beginning after the PTO has been used. This does not include the days anticipated to be earned during the balance of the year.

If she is planning on returning to work before the normal six-week check-u, the employee, when ready to return to work, should present written approval from her doctor.

If the employee returns to work 32 hours or more per week on a regular basis, she will be considered a full-time employee. Therefore, PTO and insurance coverage would continue as before the leave.

INCLEMENT WEATHER ABSENCE

Because weather patterns differ within the Denver Area, an inclement weather delay or closure will be determined based on the local school district in which the employee ministers or regularly works. Employees will be credited with a full day of service in the event of these closings or delays. Additional inclement weather days can be declared at the discretion of the Executive Director. In this case, if an inclement weather day is declared, employees will be communicated with. In all other cases, employees are expected to be involved in their normal schedule or responsibilities.

JURY DUTY

Absence for Jury Duty will be afforded an employee called to serve on a jury. An hourly employee will be paid the difference between jury duty pay and his/her regular pay if jury pay is less. Salaried employees will be paid their regular salary while on Jury Duty. PTO hours will continue to accrue while on Jury Duty.

EMERGENCY ABSENCE

Emergency leave with pay may be granted to full-time employees by the Executive Director in the case of an event of emergency nature in the immediate family of the employee. This time will be considered part of PTO time.

BEREAVEMENT LEAVE

Bereavement leave with pay may be granted to full-time employees by the Executive Director in the case of death in the immediate family of the employee. Up to three days' bereavement leave will be granted that will not count against PTO hours.

EDUCATION LEAVE

Leave without pay may be granted for full-time study in a field related to the employee's ministry role. The employee must be employed for at least one year of continuous service after the 90 day introductory period to qualify for consideration.

MILITARY SERVICE

A full-time employee who enters the Armed Forces as a result of draft by the Federal Government will be granted a leave of absence and will be reinstated following his/her separation from military service in his/her former position or one with similar responsibilities provided he/she applies for reinstatement within 90 days of separation.

Absence for Reserve Duty/Military Service will be granted to an employee called to serve as a reserve in the military. An hourly employee will be paid the difference between pay and his/her regular pay if the military pay is less. Salaried employees will be paid their regular salary prorated in proportion to their military pay.

OFFICE PROCEDURES

STAFF MEETINGS

Regular weekly and special staff meetings are mandatory for full-time staff, because they provide opportunities for communication, inspiration, and growth. Staff are strongly encouraged to limit any outside obligations or appointments which would interfere with regular attendance at staff meetings. Absences must be pre-approved by your supervisor. In most cases, staff meetings are scheduled with Leadership's input so as not to interfere with normal ministry work. Part-time staff should make arrangements with their supervisor to attend at least two regular meetings per month.

It is expected that all staff will be on-time to all meetings. Arriving, even a few minutes, late shows a lack of respect for the other members of the team. If you will be unavoidably delayed in arriving to a meeting, you should contact your supervisor and let him or her know.

Staff members are expected to be fully present and engaged in meetings. Texting, checking messages, social media use, and other distractions communicate disrespect and make the meeting less productive for everyone. Cell phones should be silenced and put away.

OFFICE DECORUM

It is our desire to maintain an office atmosphere that is warm, inviting, businesslike, and mature. Good office etiquette is a pathway to greater productivity. We share common spaces with other Denver Area YFC staff and other occupants of the building. It is expected that you always leave an area cleaner and tidier than when you entered it to use it.

Denver Area Youth For Christ does not contract with an outside vendor to regularly clean the office space, so it is the responsibility of all staff to pitch in to maintain a clean and attractive work environment. The Office Manager is responsible for keeping the needed supplies and cleaning products available for all to use. Staff are expected to keep their personal work space areas clean and attractive. Snow and garbage removal are provided. Certain tasks may be assigned to individual staff to help the office function more efficiently and productively.

There are usually 1 or 2 days each year where major cleaning, repair, and maintenance projects are tackled. These "work days" are a team activity with all staff expected to participate.

Damaged or broken equipment should be reported immediately to the Office Manager.

Staff using the building during non-office hours are responsible for the security of the building. The exterior doors must remain locked after hours. The last person to leave the building is responsible for turning off all lights and locking interior and exterior doors.

CHILDREN IN THE OFFICE

By no means is this policy intended to discourage spouses, children, and other family members from visiting employees during office hours. We encourage and look forward to such visits by your family. For this purpose, the definition of children is 16 years of age or younger.

We realize there are rare circumstances that necessitate employees bringing their children to the office. However, for the benefit of all concerned, we do request that other day care arrangements be made if at all possible. DAYFC provides a generous PTO policy to help provide time for extenuating circumstances, and we encourage you to use it when these situations arise.

If you believe circumstances warrant bringing your child to the office during the normal work day, we ask that you adhere to the following guidelines:

1. Permission to bring children to the office for more than one hour should be approved in advance by the Office Manager.
2. Do not bring a sick child to the office, since it could affect the health of other employees. The PTO policy allows you to use hours accrued to stay at home with your child.
3. You are expected to know where your child is at all times. It is preferable that your child remains in your office, or you are physically present with your child when they are in another part of the building.
4. For the benefit of other employees, please keep noise and distractions to a minimum.
5. Office machines/equipment (computers, phones, etc.) other than the ones assigned for your use are not to be operated by children. Proper supervision should be given even when children are using equipment assigned to you.
6. Complaints concerning children in the office should be made to the Office Manager.

SERVICE ANIMALS AND EMOTIONAL SUPPORT ANIMALS

DEFINITIONS

A service animal means any dog that is individually trained to do work or perform tasks for the benefit of an individual with a disability, including a physical, sensory, psychiatric, intellectual, or other mental disability. Tasks performed can include, among other things, pulling a wheelchair, retrieving dropped items, alerting a person to a sound, reminding a person to take medication, or pressing an elevator button.

Emotional support animals, comfort animals, and therapy dogs are not service animals under Title II and Title III of the ADA. Other species of animals, whether wild or domestic, trained or untrained, are not considered service animals either. The work or tasks performed by a service animal must be directly related to the individual's disability. It does not matter if a person has a note from a doctor that states that the person has a disability and needs to have the animal for emotional support. A doctor's letter does not turn an animal into a service animal.

HANDLER'S RIGHTS WITHIN EMPLOYMENT

Laws prohibit employment discrimination because of a disability. Employers are required to provide reasonable accommodation. Allowing an individual with a disability to have a service animal or an emotional support animal accompany them to work may be considered an accommodation. The Equal Employment Opportunity Commission (EEOC), which enforces the employment provisions of the ADA (Title I), does not have a specific regulation on service animals.⁷ In the case of a service animal or an emotional support animal, if the disability is not obvious and/or the reason the animal is needed is not clear, an employer may request documentation to establish the existence of a disability and how the animal helps the individual perform his or her job.

Documentation might include a detailed description of how the animal would help the employee in performing job tasks and how the animal is trained to behave in the workplace. A person seeking such an accommodation may suggest that the employer permit the animal to accompany them to work on a trial basis.

Both service and emotional support animals may be excluded from the workplace if they pose either an undue hardship or a direct threat in the workplace.

TELEPHONE AND POSTAGE

Staff should keep the receiving and making of all personal telephone calls to a minimum. Friends and relatives should be discouraged from calling the office during regular working hours. Under no circumstances should an employee make or charge a long-distance call to the organization unless it is work-related. Necessary or unavoidable personal calls should be via your cell phone and not interrupt or distract from meetings or other staff's work.

Postage is available for regular ministry correspondence and shipping needs from the Office Manager. Determinations will be made as to the most appropriate and cost effective method of shipping. Mail and packages will normally be sent out via the building mail room.

INTERNET

The internet is an integral tool in our ministry and wisdom in using it is a must. General access to computers and specifically to the internet has been provided for the benefit of the organization. Staff should keep the use of the internet for personal reasons to a minimum during regular working hours. Use of the internet must not disrupt the operation of the ministry nor interfere with your productivity. Colossians 3:23 is and should be our daily work motto, "working heartily unto the Lord."

To prevent computer viruses from being transmitted through the system, there should be no unauthorized downloading of any software or opening of unrecognized or suspicious emails or attachments. When in doubt, DON'T, and consult the person designated as the technology point person for our ministry.

Denver Area Youth For Christ maintains the right to observe any computer in the building or used in the building as to the appropriateness of the content viewed or used. Desktop and Laptop computers are provided by the organization for ministry use and are owned by DAYFC and subject to DAYFC oversight. We maintain a "zero tolerance" policy in this area. If content is found on computers or sites visited that are determined to be inappropriate or offensive, disciplinary action will commence immediately.

DAYFC EMAIL

Because Denver Area Youth For Christ provides the email system to employees to help them with the performance of their job, it should be used for official Denver Area Youth For Christ business. Incidental and occasional personal use of email is permitted. However, employees should be aware that these messages will be treated the same as business messages, and subject to review and/or downloading by supervisory staff at any time without notice. Employees should have no expectation of privacy in regard to the use of email. Employees should use discretion when sending emails. Do not write anything in an email message that is inappropriate to say to others face-to-face. If content is found that is determined to be inappropriate or offensive, disciplinary action will commence immediately.

EQUIPMENT AND RESOURCE USE

Photocopies, printing, phone service, postage, stationery, and associated office supplies are part of our daily ministry. In order to be good stewards of the resources we possess, staff are expected to help keep costs low by minimizing waste in the use of these resources.

Printing or copying in color should only be done when necessary. Black and white copies and printing are significantly less expensive than color and should be sufficient for most inner office work. Postage costs can be reduced by sending emails rather than letters.

Ministry equipment such as sound equipment, video projectors, banners, laptops, and any other portable equipment that leaves the office should be protected in proper cases and cared for as though it is your own. Any damage or malfunction should be reported to your supervisor.

SOFTWARE AND COPYRIGHT

Use of Denver Area Youth For Christ owned software must be in accordance with the applicable software agreements and licenses or as directed by the supervisory staff. Employees must not use DAYFC's technology resources to copy, retrieve, forward, or send copyrighted materials unless the employee has the author's permission.

UNAUTHORIZED USE

Employees are not permitted to visit websites or send electronic mail which contains ethnic slurs, racial epithets, or anything that may be construed as harassment or disparagement of others based on their sex, race, national origin, age, disability, or religion. Denver Area Youth For Christ reserves the right to determine when an employee is sending excessive or improper electronic mail or is spending excessive personal time on the Internet.

VOICEMAIL

Employees are responsible to make certain their voicemail messages are reviewed in a timely fashion.

PRAYER REQUESTS

Prayer is a vital part of Denver Area Youth For Christ and every Christian's walk. We count it a privilege to pray for each other, and know that prayers are powerful and effective. For the benefit of those we pray for, we must be careful to protect a person's privacy when determining how to communicate a prayer need. In order to do this, please consider two guidelines:

1. Before sharing a prayer request publicly, be sure you have proper permission.
2. "Less is best." It is a good idea that information published or distributed to supporters and prayer partners be generic in nature, not disclosing any details without specific consent.

Thank you for keeping these in mind as you share prayer requests, whether at DAYFC or your church. God knows the details of our lives and His Holy Spirit makes intercession for us. Let's keep praying for one another. "The prayer of the righteous is powerful and effective." *James 5:16 (NIV)*

PERSONAL CONDUCT

Denver Area Youth For Christ adheres to a mainstream evangelical theology. In public meetings, emphasis is placed on doctrines which are basic to the evangelical faith. Our Statement of Faith (located in section 1) is the same as the National Association of Evangelicals. These basic doctrines must not be compromised.

It is the desire of DAYFC to set the highest level of personal standards and accountability with staff serving in our ministry. Our commitment as an organization is to create an environment for youth that is safe, nurturing, empowering, and which promotes growth and success for the youth who participate in our programs and the staff that lead them.

Identification with Denver Area Youth For Christ is a commitment to an interdependent team ministry. While each participant in the DAYFC ministry is an individual personality, with a unique calling and equipping, everyone must be conscious of the unity of the Body. The ministry is strengthened and enhanced by the collaboration of its team of workers. A critical and negative spirit cannot be part of any team effort.

Balanced living is a valued principle at DAYFC. The power for ministry comes out of the overflow of our personal relationship with Jesus Christ. It is imperative that all staff carefully monitor their lifestyles, making their spiritual growth a high priority. It is assumed that all staff will seek to bring their lives under the Lordship of Jesus Christ and the daily direction of the Holy Spirit and will exercise and model a "balanced life" principle by:

- Deepening spiritual and moral character through regular study of the Word of God, active prayer, participation in the life of a local church, and striving to make the practice of Sabbath a regular part of their life.
- Keeping the body physically fit through proper nourishment, exercise, and rest.
- Developing intellectual and creative skills. Being a life-long learner.
- Participating constructively in the life of one's family and community. Spending time and showing love, respect and concern for family while seeking to raise them as a Christ follower.

Since a stated purpose of DAYFC is to bring young people into a meaningful relationship with the local church, staff members are expected to identify and involve themselves and their families in the life of a church in their community. It is important that as individuals and as a staff we do not develop a critical attitude toward the church.

Staff are expected to be self-starters. We are to be good stewards of our time. We must be people who do exactly what we say we are going to do. We need to be punctual and reflect the kind of qualities that instill confidence so that people will know that they can count on DAYFC staff. We all need to learn to say "no" and to not make commitments that we can't keep.

We also need to work from an established set of written goals so that we can be more strategic and intentional in how we do our ministry. This will help us do only those specific tasks that contribute towards our stated goals and ignore and avoid those "good" things that detract us from the "great."

Lifestyle is the mirror of our faith. Because of the ministry we represent and the impressionable nature of young people, staff must exercise diligence in all aspects of their lives. While the Scriptures do not provide specific teaching regarding all social practices, they do advocate self-restraint and moderation. It is important for staff to conduct themselves as adults in the teenage world. Staff are responsible for making mature decisions, avoiding dangerous situations or activities, and for setting a positive example. With that in mind, staff are expected to practice sensitivity and discretion in the following:

- Choice of television programs, music, movies, printed matter, computer/Internet usage, and the choice of organizations with which they associate.
- Public use of tobacco or alcoholic beverages.
- Dating of high school students by staff or volunteers is forbidden. Be wise with your contact, conversation, and conduct with members of the opposite sex. Whenever possible, males counsel with males, and females counsel with females. When counseling with the opposite sex, staff and volunteers are strongly encouraged to have a third member be present. Avoid at all costs being alone with a member of the opposite sex in a car, even in giving a short ride home.
- Speech being kept above reproach. This includes off-color humor and racially/ethnically/gender-specific insensitive remarks.
- Gambling. Because of the glorified nature of gambling and its appeal to young people, total abstinence from gambling is the preferred standard of this ministry. Under no circumstances should gambling or "gaming" be engaged with or in the presence of young people.
- Involvement with pornography of any sort, whether through the Internet, printed materials, or movies/videos or any other format is prohibited and may result in removal from ministry or dismissal.
- Personal appearance. All employees are expected to dress in such a way as to be both professional and modest. Every effort should be made to make dress and personal grooming acceptable to the youth culture while not being offensive to the church, business, or professional community. The rule of thumb should be to dress respectably according to the ministry assignment and schedule of the day.
- Staff are encouraged to refrain from posting or publishing their opinions on political or other controversial issues on public websites, blogs, or social media.

To further clarify, a CODE OF CONDUCT has been established as follows:

1. Staff must abide by Biblical standards and adhere to the DAYFC Statement of Faith.
2. Youth will be treated with respect at all times.
3. Youth will be treated fairly regardless of race, sex, or age.
4. Staff will not discuss their personal sexual encounters with youth or, in any way, involve youth in their personal problems or issues.
5. Staff will not use or be under the influence of alcohol in the presence of youth or volunteers. Staff who choose to use alcohol, must do so with discretion and never in excess (drunk).
6. Staff will not use illegal drugs of any sort. In states where Marijuana is legal, staff will not use Marijuana in any form: the sale and use of marijuana is still a federal offense. Use of Marijuana or any illegal drug is grounds for immediate dismissal.
7. Staff will not have sexually oriented materials, including printed or internet pornography, in the presence of youth. Staff will abstain from all use of pornography.
8. Staff will not have secrets with youth.
9. Staff will dress conservatively and avoid wearing provocative and revealing attire including midriffs, tank tops, halter tops, short shorts, or short skirts.
10. Staff will not stare at or comment on a youth's body.
11. Staff will adhere to uniform standards of affection.
12. Staff will avoid affection that cannot be observed.
13. Staff will report concerns or complaints about DAYFC staff, volunteers, or youth to the Executive Director.
14. Staff who work at DAYFC may not have engaged in or been accused or convicted of child abuse, indecency with a child, or injury to a child. Staff shall not abuse youth in any way including the following:
 - a. *Physical abuse*: Hitting, spanking, shaking, slapping, unnecessary restraints
 - b. *Verbal abuse*: Degrade, threaten, curse
 - c. *Sexual abuse*: Inappropriate touch, exposing oneself, sexually oriented conversations
 - d. *Mental abuse*: Shaming, humiliation, cruelty
 - e. *Neglect*: Withholding food, water, shelter

WHISTLE BLOWER PROTECTION

Denver Area Youth For Christ is committed to the highest possible standards of ethical, moral, and legal conduct. Consistent with this commitment, the goal of this policy is to provide an avenue for employees to raise concerns about suspected misconduct, dishonesty, and fraud, and to provide reassurance that they will be protected from retaliation or victimization for reporting or "whistle blowing" in good faith.

If you are or become aware of unethical or illegal conduct taking place at Denver Area Youth For Christ, including sexual impropriety, financial fraud, property theft, or any other misconduct warranting an investigation, you are encouraged to make a report immediately. Report to your immediate supervisor all relevant facts or evidence by which you became aware of the misconduct. If you cannot report to your immediate supervisor, you can report misconduct through Praesidium. This process will also give you the option of making an anonymous report, and can be initiated by calling 1-888-607-SAFE. You can also report misconduct by emailing SAFE@PraesidiumInc.com. However you report, Denver Area Youth For Christ takes such reports seriously, and an investigation will be launched immediately - upon the completion of which appropriate disciplinary action will be taken.

CONFLICT OF INTEREST

No employee, having the power to purchase or to influence a purchase, should have an investment or involvement either material or otherwise in any company which furnishes goods or services to the organization, unless so identified in advance and the arrangements are approved at the appropriate level. Each person should make necessary

decisions using good judgment and Christ-like ethical and moral considerations, recognizing that “it is required that those who have been given a trust must prove faithful” (1 Cor. 4:2). All decisions are to be made solely on the basis of a desire to promote the best interests of Jesus Christ through DAYFC and its ministry.

Employees may not sell DAYFC generated ideas or materials to outside publishers for personal profit or other considerations.

Employees may not make organizational decisions which generate personal profit unless there is prior approval at the appropriate level.

Employees declaring a potential conflict of interest are required to disclose these relationships in writing to the Board of Directors annually. This should include any and all of the following:

- Serving as an officer or director of a company which contracts to provide goods or services to Denver Area Youth For Christ
- Acting as a consultant to an organization which either receives funds from or contributes money to Denver Area Youth For Christ
- Serving in any capacity in another entity with which Denver Area Youth For Christ transacts business
- The staff person or a member from their family having a financial interest in, or receiving remuneration or income from, an organization with which Denver Area Youth For Christ has ministry or financial dealings with
- The staff person or a member from their family having received, during the previous 12 months, a gift or loan (excluding gifts under \$25 or business lunches) from a source with which Denver Area Youth For Christ has ministry or financial dealings
- Any potential conflicts of interest that might arise in the foreseeable future

OUTSIDE EMPLOYMENT

Holding a second job for any full-time employee can zap employee energy and even create conflicts of interest. Any additional employment must be discussed and approved by the Executive Director. Full-time DAYFC work requirements will have precedence over any part-time employment elsewhere.

PERSONAL AUTOMOBILE COVERAGE

When a personal car is used to perform DAYFC functions, the employee must have a copy of their car insurance and the limits of coverage on file with the Office Manager. It is the employee’s responsibility to keep this record up to date. All vehicles must be covered by the following minimum limits:

Bodily injury liability	\$100,000/\$300,000
Physical damage liability	\$50,000
Medical Payments	\$1,000/\$10,000

If staff are required to get increased levels of driver certification to operate a larger vehicle to transport teens (bus, mini-bus, etc.), the cost of this certification is allowable for reimbursement by DAYFC to the employee.

CELL PHONE USE WHILE DRIVING

While driving during Denver Area Youth For Christ business, employees must drive safely and use discretion if using a cell phone. Texting while driving is prohibited. Employees are responsible for following state laws regarding cell phone usage while driving.

ALCOHOL AND DRUGS

Alert and rational behavior is required for the safe and adequate performance of job duties. Working after the apparent use of alcohol, a controlled substance or abuse of any other substance is prohibited. The possession, purchase, or consumption (use) or sale of a controlled substance or alcohol on Youth For Christ premises or while conducting Denver Area Youth For Christ business is prohibited.

ANTI-VIOLENCE

Our goal is to strive to maintain a work environment free from intimidation, threats, or violent acts. This includes, but is not limited to, intimidating, threatening, or hostile behaviors, physical abuse, vandalism, carrying weapons (whether concealed or not) on to Youth For Christ property, or any other act, which, in management's opinion, is inappropriate to the workplace. In addition, bizarre or offensive comments regarding violent events and/or behavior are not tolerated. Except in cases of emergency, employees are expected to contact Human Resources if they believe there is a serious threat to the safety and health of themselves or others. Employees should directly contact proper law enforcement authorities if they believe there is a serious threat to the safety and health of themselves or others.

SAFETY/REPORTING OF INJURY

Denver Area Youth For Christ is committed to providing a safe work environment for employees, and every individual employee can help contribute to this effort. Always be alert to safety hazards, situations, or circumstances which could potentially cause an accident or injury. Report any unsafe practices or conditions to your supervisor immediately, so that preventative action can be taken. Your responsible attention to the conditions of your personal workspace, as well as common areas such as hallways and meeting rooms, may prevent an unnecessary injury and contribute to the safety of all employees and guests.

If you are injured on the job, you must report the incident immediately to your supervisor. Your supervisor will complete and send an incident report to the Risk Management Department (riskmanagement@yfc.net). If an injured employee needs immediate emergency medical treatment, he or she should be taken to the nearest hospital emergency room. After the emergency is over, the employee and supervisor should follow-up with the Risk Management Department for the next steps on filing a claim.

Please also reference the Safety Standards Manual. You will be required to read and sign an acknowledgement of having read this manual. You may see the designated HR Representative for a copy of this manual.

EMPLOYEE REVIEW AND DEVELOPMENT

Evaluation of the employee's performance by his or her supervisor should be a continuous process. Supervisor's should hold informal oral evaluations with each employee on an ongoing basis.

In addition to informal evaluation, an annual formal employee performance review shall also occur. The purpose of this review is to:

1. Provide the supervisor with the opportunity to formally evaluate the employee's performance of the specified duties, as well as the details of the job description.
2. To provide the supervisor with the opportunity to discuss his or her evaluation of performance with the employee.
3. Provide the employee with the opportunity to formally discuss his or her performance evaluation and job description with his or her supervisor.

A summary of the annual employee performance review shall be put in writing, and both the employee and the supervisor must sign off on the summary before it is considered complete.

GRIEVANCE PROCESS

If an individual staff member has a grievance with an issue related to the ministry at DAYFC, the following procedure is established in order to resolve the issue:

- Talk about it with your immediate supervisor. Explain your concern and ask them for counsel.
- If your supervisor is someone other than the Executive Director, you and your supervisor should talk about it with the Executive Director (if applicable). If the supervisor decides not to accompany you, you can still go to the Executive Director.
- If your grievance is with your immediate supervisor or the Executive Director, you may talk about it with another member of the leadership team. The same hierarchical process as described below will follow.
- If you believe you still have not been heard in a compassionate and understanding manner, or are not satisfied with the process or answers, you may inform the Executive Director of your desire to meet with members of the Board of Directors. The Executive Director will arrange for this hearing, and will also have the option of being present in the meeting.
- The smaller group of Board members has the option of being the final decision of the matter, or referring the matter to the entire Board of Directors for their consideration and appropriate action.

If another staff person complains to you when you are not his/her supervisor, you must ask him/her to follow the procedures set forth in this policy. The next section gives further suggestions for handling your conflict.

HANDLING CONFLICT

Because God is glorified when believers act in unity (John 17:23), all staff are expected to participate wholeheartedly in the planning, promotion, and delivery of those components that strengthen the organization both spiritually and financially.

Staff members need to remember that office decorum creates a public image of our ministry. Hostile disagreements, breaches of confidentiality, backbiting, and gossip weaken the effectiveness of DAYFC and dishonor God. Anything less than complete loyalty and unity within our ministry will make it impossible for God to work fully through DAYFC. Nothing is impossible for Him.

To be consistent with Scripture, an individual should go to the person and discuss any issue related to personal matters with a spirit of humility and charity. Scripture references which offer guidance in this area are Galatians 5:7-9, 15-17; Titus 3:1-11; 2 Corinthians 6:3 and Ephesians 5:2-4, 6, 8, 15-16. If the issue cannot be resolved, both individuals shall seek the counsel of their supervisor(s) and, if necessary, the Executive Director.

A suggested guide to aid the conflict resolution process between employees is the following:

GUIDE FOR HANDLING CONFLICT

Conflict among fallen humans is inevitable until Jesus returns. A quick survey of New Testament accounts of conflict include: Apostles (over and over), Hellenists & Hebrews - Acts 6, Peter and the Jewish Christians - Acts 11, Paul & Judaizers - Acts 15, Paul & Barnabas - Acts 15, Paul & Peter - Gal 2, Euodia and Syntyche - Phil 4 etc. It is no surprise that we have conflict, and we're in good company. So, when the inevitable happens, we are obligated to work through it in a biblical way.

First, some practical thoughts. Do it face to face. Never use email or text. Emails and texts are an emotion vacuum. They force the reader to interpret or decide the sender's intent and motives. The sender's intent and motives are often assumed to be whatever emotion the reader feels when reading. The sender's intent and motives may be projected based upon past interactions or patterns of behavior. Even if the reader accurately interprets the sender's intent and motives as negative, responding by email or text perpetuates and escalates the problem.

BIBLICAL PRINCIPLES:

PRAY. Ask for wisdom. See Phil 4:6-7, James 1:5

LET IT GO. Believe the best about the offending person. Forgive! Remember, forgiveness only depends on you. See Phil 4:8, Col 3:12-13

OWN YOUR CRAP. If you can't let it go, discern first whether there is a log in your eye. See 1 John 1:8, Mat 7:5

BE ANGRY YET DO NOT SIN. If you still can't let it go, then give yourself time to calm down. See Eph 4:26-27

SPEAK THE TRUTH IN LOVE. Go to the person and speak the truth in love. Use phrases like, "When you did/said _____, I felt _____." or "Help me understand..." See Eph 4:15, 29-31

SEPARATE THE ISSUES. Deal only with the issue at hand. If there are other issues that surface from the past, it is not helpful, healing, or fair to lump those issues in with the current one.

USE THE "CLEARING" PROCESS. Facts, Judgement (What I imagine or interpret), Feelings, My Part, What I Need

TRY AGAIN. If the offending person does not respond, take someone else with you to try again. See Mat 5:23-24, Mat 18:15-16

NO GOSSIP. Be very careful about talking with others about the situation. Are you truly seeking counsel from them or are you gossiping? Are you truly seeking counsel or are you venting? Either may poison the other person's attitude toward the offending person. See Proverbs 16:28

DISCIPLINARY PROCEDURE

DAYFC is an at-will employer. Therefore, no contract of employment is signed, and there is no expressed or implied promise to terminate only for just cause. No person or committee is authorized to make such a promise on behalf of DAYFC. This policy is initiated only after discussion with the staff person in question.

Supervisors may initiate this policy for violations in the following areas:

1. Failure to meet job description requirements
For example, a supervisor may initiate this policy for a ministry staff person who fails to do the required functions of his/her job description or fails to complete assignments on time.
2. Failure to comply with DAYFC personnel policies
It is essential for DAYFC staff to work well together and to guard our reputation in the community. Therefore, we take our policies seriously.

3. Failure to follow personal directives
Supervisors in general have greater experience and knowledge than their subordinates, and therefore, it is expected that their directives be followed.
4. Inappropriate actions
Any actions which compromise DAYFC's integrity or the safety of students, volunteers, or other staff, constitute a serious violation that must not be repeated.

The following system of levels is to be followed in sequential order. However, the Executive Director may, at his or her discretion, move to a level he or she deems appropriate in a particular situation. Supervisors implement levels 1 and 2 based upon the guidelines listed below. A supervisor, after discussion with his or her supervisor, may implement levels 3-5 when:

1. A staff person on probation commits his/her second violation.
2. Any staff person repeats a violation or inappropriate action, or
3. A staff person exhibits a consistent pattern of violations.

LEVEL 1 - Violation: Warning noted in personnel file

Corrective action must be taken at supervisor's direction

Another violation within 30 days requires staff person to move to level 2

LEVEL 2 - Probation: 30 Day probation period

If staff commits two additional violations within 30 days, he or she receives:

1. *one-day mandatory leave with no pay*
2. *renewed probation following leave*

Supervisor may place staff person on level 3 in lieu of renewed probation.

LEVEL 3 - Reduction: Staff person receives reduction in responsibility, hours, and wages for a period of time deemed necessary by his or her supervisor.

Any additional violation may require move to level 4 or level 5.

LEVEL 4 - Suspension: Unpaid mandatory leave for a period of time supervisor deems appropriate

30-day probation renews upon staff person's return

LEVEL 5 - Termination: Staff person is released from employment

For any violation caused by inappropriate actions, the Executive Director has the authority to invoke immediate suspension of employment with pay. Upon written request, a meeting with the Executive Director and two members of the Board of Directors may be arranged within 7 days to give the employee an opportunity to explain their position and appeal their suspension. Based on this meeting, a recommendation will be made to the entire Board of Directors for action within 7 days. The employee may be invited to this meeting of the Board of Directors to make their appeal. The employee will be informed of the decision immediately following the meeting.

TERMINATION AND RESIGNATION

Denver Area Youth For Christ is an at-will employer. This means that an employee can be dismissed with or without cause at any time. This policy is written to assist in the proper timing of any staff changes and to avoid the interruption of the ongoing ministry. The Executive Director, with Board knowledge, is responsible for the hiring as well as the terminating of DAYFC employees.

Denver Area Youth For Christ will give the staff person a minimum of 2 weeks' notice prior to terminating his or her employment unless there is just cause for immediate termination.

In the case of the resignation of a staff member, a 30 day verbal notice to the Executive Director is desired, with an official letter of resignation 2 weeks prior to leaving.

PTO cannot be used in lieu of notice. Employees who resign without the required notice will forfeit their accrued PTO hours.

It is Denver Area YFC policy to conduct an exit interview with resigning and terminated employees to:

- ensure the consistent and equitable treatment of all employees
- receive suggestions for improving employment conditions
- review conversion of benefits and other pertinent employee benefit matters
- reclaim keys and other YFC property
- arrange for the distribution of final paychecks and expense reimbursements

DISPERSAL OF FUNDS UPON LEAVING DAYFC

All funds donated to Denver Area Youth For Christ fall under the authority and discretion of the Board of Directors. Funds designated for a specific ministry or specific staff person's financial support are ultimately under the authority of Denver Area Youth For Christ's ministry.

Equipment purchased with designated missionary funds is the property of Denver Area Youth For Christ, and unless specified otherwise, remains the property of Denver Area Youth For Christ upon termination of employment or dismissal.

If a staff person who has raised personal financial support resigns their position with Denver Area Youth For Christ for another ministry role within Youth For Christ where personal financial support raising is required, upon written request, DAYFC will consider the transfer of up to 80% of the remaining funds designated to their ministry support within 90 days to the new Youth For Christ ministry. Any transfer must be approved by the Executive Director and is dependent upon the organization's current cash flow. Under no circumstances will funds be transferred if the employee was terminated. No funds will be "paid" to the departing employee in the form of a bonus or severance package.

If a staff person who has raised personal financial support is leaving Denver Area Youth For Christ for another ministry position outside of Youth For Christ where personal financial support raising is required, upon written request, DAYFC will consider the transfer of up to 50% of the remaining funds designated to their ministry support within 90 days to the new ministry. The new ministry must be evangelical in nature with a mission that comports with the YFC mission. Any transfer must be approved by the Executive Director and is dependent upon the organization's current cash flow. Under no circumstances will funds be transferred if the employee was terminated (provided the new ministry is organized and authorized to accept personal donations). No funds will be "paid" to the departing employee in the form of a bonus or severance package.

If a staff person who has raised personal financial support leaves Denver Area Youth For Christ for a role in a secular organization or a ministry role where personal missionary support raising is not required, 100% of the funds remaining in the staff person's account will be transferred to the general ministry funds of Denver Area Youth For Christ to help reach more young people.

ACKNOWLEDGEMENT OF RECEIPT OF STEWARDSHIP HANDBOOK

I HAVE RECEIVED A COPY OF THE ORGANIZATIONAL STEWARDSHIP HANDBOOK INCLUDING THE STATEMENT OF FAITH. I UNDERSTAND THAT I AM TO BECOME FAMILIAR WITH THE HANDBOOK'S CONTENTS. FURTHER, I UNDERSTAND:

- EMPLOYMENT WITH YOUTH FOR CHRIST IS AT-WILL. I HAVE THE RIGHT TO END MY WORK RELATIONSHIP WITH THE ORGANIZATION, WITH OR WITHOUT ADVANCED NOTICE FOR ANY REASON. THE ORGANIZATION HAS THE SAME RIGHT.
- THE LANGUAGE USED IN THIS HANDBOOK AND ANY VERBAL STATEMENTS OF MANAGEMENT ARE NOT INTENDED TO CONSTITUTE A CONTRACT OF EMPLOYMENT, EITHER EXPRESS OR IMPLIED, NOR ARE THEY A GUARANTEE OF EMPLOYMENT FOR A SPECIFIC DURATION.
- THE HANDBOOK IS NOT ALL INCLUSIVE, BUT IS INTENDED TO PROVIDE ME WITH A SUMMARY OF SOME OF THE ORGANIZATION'S GUIDELINES.
- THIS EDITION REPLACES ALL PREVIOUSLY ISSUED HANDBOOKS. THE NEED MAY ARISE TO CHANGE THE GUIDELINES DESCRIBED IN THE HANDBOOK, EXCEPT FOR THE AT-WILL NATURE OF EMPLOYMENT. THE ORGANIZATION THEREFORE RESERVES THE RIGHT TO INTERPRET THEM OR TO CHANGE THEM WITHOUT PRIOR NOTICE. I WILL BE INFORMED OF ANY CHANGES AND HAVE ACCESS TO THEM.

Employee Name

Date

Employee Signature