

EMPLOYEE HANDBOOK



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1

INTRODUCTION

WELCOME

Welcome to Youth Dynamics! Youth are hardwired for relationship, adventure, and purpose. Youth Dynamics began in an effort to engage youth culture head-on by offering relevant and powerful life-changing opportunities. By connecting youth to an authentic community of caring adults, youth are challenged to step out of their comfort zone and fall in love with God's creation. Youth Dynamics also offers leadership opportunities and the kind of adventures youth are born to experience. Most importantly, youth are invited to know and follow Christ.

Youth Dynamics is excited to support and encourage you in your ministry so that you can further the mission of Youth Dynamics to invite and challenge youth to a lifelong adventure with Christ and His church.

PURPOSE OF THIS HANDBOOK

As a growing organization, Youth Dynamics has an increasing need for a measure of routine in day-to-day ministry. Our desire is to devote energy to specific areas of giftedness and responsibility to influence youth toward Christ. This handbook should serve as a tool to help carry out the mission and help operate more efficiently, as well as provide guidance for common questions. It also provides a common ground from which we can all work and communicate more effectively and inspire us toward the purpose for which we all have a passion.

The policies in this handbook are not rules for employment, nor do they constitute a contract between the employer and employee; rather, they are guidelines which we seek to work within. All policies may be deleted or changed by the employer at any time without prior notice to the employees.

Through the Youth Dynamics employee handbook we hope to provide common guidelines within which each employee has the freedom to minister.

MISSION, VISION, CORE VALUES

Mission:

Youth Dynamics' mission is to invite and challenge youth to a lifelong adventure with Christ and His church.

Vision Statement:

Youth Dynamics' vision is to see youth transformed by the power of Christ, integrated into the local church, and impacting their world for Him.

Organizational Objectives:

1. To reach unchurched youth
2. To assist local churches and other youth ministries to carry out effective ministries of youth evangelism and discipleship through adventure ministry.

Motto:

LET'S ADVENTURE TOGETHER

Why? Its invitational, it's inspirational, it reflects our brand, and it's applicable to everything we do in Youth Dynamics (adventures, communities, with our supporters, partners, and core ministries)

Brand Essence:

DISCOVER

Why? Everything we do at Youth Dynamics is underscored by the word "discover". Discover your life in Christ, authentic relationships, who you are, whose you are, your purpose, adventure ministry and all it offers, what you are made of, life skills, leadership qualities, etc.

Brand Position:

Youth Dynamics is a relational adventure ministry that helps youth discover life in Christ through dynamic relationships and challenging experiences.

Brand Promise:

Our main brand promise is we help youth discover life in Christ. We also help our donors and partners discover life in Christ.

Core Values:

YOUTH

We believe that reaching young people is strategic to impacting the world for Christ.

RELATIONSHIPS

We believe in going beyond programs and investing our lives in relationships with teens.

ADVENTURE-BASED EXPERIENCES

We believe that taking teens beyond their comfort zone and utilizing God's creation creates powerful opportunities for community building and spiritual growth.

THE LOCAL CHURCH

We believe that the local church is the place of lifelong growth and maturity for believers.

SPIRITUAL VITALITY

We believe that spiritual health is critical to our success and longevity.

STAFF AND DONOR CARE

We believe that caring well for our staff and donors is critical to our growth and effectiveness.

Internal Commitments

In order to function as an effective team, we will hold each other accountable to these commitments:

- We commit to treating each other with honor and respect.
- We commit to authentic relationships and healthy conflict resolution.
- We commit to being accountable to one another, regardless of position.
- We commit to professionalism and excellence.
- We commit to utilizing each person's unique gifts and abilities.

External Commitments

To bring value and build long-term relationships with key stakeholders, we commit to:

- We commit to pursuing relationships with youth in a way that is authentic and culturally relevant.
- We commit to respecting donor relationships and to being wise stewards of the resources entrusted to us.
- We commit to strategic partnering with churches, schools, and other organizations that are strategic to our mission.
- We commit to providing a healthy and protective environment for youth.

Youth Dynamics' Place in the Greater Body

Youth Dynamics seeks to work alongside the local church. Youth Dynamics seeks to support and enhance the ministries of the local church, not to become a church. Youth Dynamics staff members sign a statement of faith, which states commonly held beliefs about the Christian faith. Youth Dynamics is reliant on partnerships with churches of multiple denominations to live out our vision and mission. Therefore, Youth Dynamics does not seek to take stances on controversial tenets of the Christian faith. There may be occasions where leadership believes that taking a stance on a controversial issue is necessary to live out the mission and vision.

STATEMENT OF FAITH

Youth Dynamics is non-sectarian Christian organization committed to reaching Northwest youth for Christ. To this end, the organization as a whole is committed to uphold the Statement of Faith and expect all their employees to commit to it. All employees are held accountable to the beliefs created within this statement.

- **We believe the Bible is the inspired,** inerrant, authoritative Word of God, and as such provides us with the truths necessary for a life of faith and service. (I Thes. 2:13, II Tim. 3:16, II Pet. 1:21).
- **We believe in the one, true God,** who exists in the persons of the Father, Son, and Holy Spirit, who are one in essence and nature. (Gen. 1:26, Mt. 28:19, Jn. 10:30).
- **We believe God created man in his own image,** to fellowship with and serve Him forever, but that man has been separated from God by his sin, and as such stands condemned. (Gen. 1:26-27, Rom. 3:22, 5:12, 6:23).
- **We believe Jesus Christ is God the Son,** eternally existent as God, yet incarnate as man through the virgin birth. He lived a perfect human life, and, because of God's great love and mercy, died for us as a substitutionary sacrifice, paying the penalty for our sin, that through His finished work on the cross God could reconcile the world to Himself, offering man freedom from judgment and eternal life with God. He arose from the dead, and has ascended to the Father, where He acts as the mediator, intercessor, and advocate of all true believers. It is His resurrection that confirms the truth of who He is, the finality of His work, and the assurance of our own resurrection. (Jn. 1:2-18, Rom. 5:8-19, I Cor. 15:1-56, Col. 1:15-22, Heb. 9:15, I Jn. 2:1-2).
- **We believe that it is by God's grace** through faith in Christ alone that we are saved, justified, and reconciled to God as His children. (Jn. 1:12, Rom. 5:1, Eph. 2:8-9).
- **We believe in the person and work of God the Holy Spirit,** who convicts the world of sin, righteousness, and judgment, and who indwells all believers, empowering them to live in, through and for God. (Jn. 16:5-15, Rom. 8:9-16, Gal. 5:16-25).
- **We believe in the oneness of the Body of Christ,** His church composed of all believers in Christ, irrespective of age, gender, race, culture, or doctrinal/denominational affiliations. (Gal. 3:26-28, Eph. 4:3-6, Col. 3:11).
- **We believe in the personal return of our Lord Jesus Christ,** and in the resurrection of both believers and unbelievers, believers to a glorified state with Christ, and unbelievers to eternal judgment. (Jn. 5:28, I Thes. 4:16-17, Tit. 2:13).

All employees must sign Youth Dynamics' Statement of Faith upon being hired, to demonstrate their continued commitment to the religious purposes for which Youth Dynamics exists.

2 EMPLOYMENT

HANDBOOK CONVENTIONS

This handbook contains the basic personnel policies, practices, and procedures for Youth Dynamics. It is not, however, intended to alter the employment-at-will relationship in any way. As used in this handbook:

- The words "**shall**" or "**will**" are understood to be mandatory in nature, and the word "**may**" as permissive in nature;
- The masculine gender includes the feminine gender;
- "**Supervisor**" means an individual with the authority to assign, direct, and review the work of one or more subordinates; and
- "**Immediate family**" means the employee's spouse, brother, sister, parent, child, step-child, father-in-law, mother-in-law, sister-in-law, brother-in-law, daughter-in-law, son-in-law, and any other member of the employee's household.

PERSONNEL RECORDS

Youth Dynamics maintains personnel records for applicants, employees, and past employees in order to document employment-related decisions, evaluate and assess policies, and comply with government record keeping and reporting requirements. Youth Dynamics strives to balance their need to obtain, use, and retain employment information with each individual's right to privacy. To this end, Youth Dynamics attempts to restrict the personnel information maintained to that which is necessary for the conduct of its ministry operations or which is required by federal, state, or local law.

Employees have a responsibility to make sure their personnel records are up to date and should notify the Finance Director in writing of any changes in at least the following:

- Name;
- Address;
- Phone number;
- Marital status (for benefits and tax withholding purposes only);
- Number of dependents;

- Addresses and phone numbers of dependents and spouse or former spouse (for insurance purposes only);
- Beneficiary designations for any of Youth Dynamics' insurance, disability, pension, and profit sharing plans; and
- Persons to be notified in case of emergency.

In addition, employees who have a change in the number of dependents or marital status must complete a new IRS Form W-4 for income tax withholding purposes within ten days of the change if the change results in a decrease in the number of dependents.

Employees may inspect their own personnel records in the presence of the Finance Director and may copy, but not remove, documents in the file. Such an inspection must be requested in writing to the Finance Director and will be scheduled at a mutually convenient time during regular office hours.

Employees who feel that any file material is incomplete, inaccurate, or irrelevant may submit a written request to the Finance Director that the files be revised accordingly. If such a request is not granted, the employee may place a written statement of disagreement in the file and pursue the matter further using the regular grievance procedure outlined in "Chapter 7: Personal Conduct."

MANAGEMENT

Youth Dynamics retains the sole right to exercise all managerial functions including, but not limited to, the rights:

- a) To assign, supervise, discipline and dismiss employees;
- b) To determine and change starting times, quitting times, and shifts;
- c) To transfer employees within locations, branches, bases and other classifications;
- d) To determine and change the size and qualifications of the work force;
- e) To determine and change methods by which its operations are to be carried out;
- f) To determine and change the nature, location, services rendered, quantity, and continued operation of Youth Dynamics and;
- g) To assign duties to employees in accordance with Youth Dynamics' needs and requirements and to carry out all ordinary administrative and management functions.

EMPLOYMENT-AT-WILL RELATIONSHIP

All employees who do not have a written employment contract with Youth Dynamics for a specific, fixed term of employment are employed at the will of Youth Dynamics for an indefinite period. They also are subject to termination at any time, for any reason, with or without cause or notice. At the same time, such employees may terminate their employment at any time and for any reason.

This policy will not be modified by any statements contained in this handbook or any other employee handbooks, employment applications, Youth Dynamics' recruiting materials, Youth Dynamics' memoranda, or other materials provided to applicants and employees in connection with their employment. None of these documents, whether singly or combined, are to create an expressed or implied contract concerning any terms or conditions of employment. Similarly, Youth Dynamics' policies and practices with respect to any matter are not to be considered as creating any contractual obligation on Youth Dynamics' part or as stating in any way that termination will occur only for "just cause." Statements of specific grounds for termination set forth in this handbook or in any other Youth Dynamics are examples only, not all-inclusive lists, and are not intended to restrict Youth Dynamics' right to terminate at will.

Completion of an introductory period or conferral of regular status does not change an employee's status as an employee-at-will or in any way restrict Youth Dynamics' right to terminate such an employee or change the terms or conditions of employment.

EQUAL EMPLOYMENT OPPORTUNITY

It is the intention of Youth Dynamics to practice equal employment opportunity without regard to an individual's race, color, national origin, marital status, sex, disability, or age in application of any policy, practice, rule, or regulation. Functioning as not-for-profit Christian ministries, we can and do discriminate on the basis of religion.

IMMIGRATION LAW COMPLIANCE

Youth Dynamics complies with the Immigration Reform and Control Act of 1986 and is committed to employing only United States citizens and those aliens who are authorized to work in the United States.

JOB DESCRIPTIONS

Prior to hiring a full-time employee a manager will have a written job description for that position. All Youth Dynamics employees will have job descriptions.

Job descriptions:

- A. Indicate the general nature of role and responsibilities;
- B. May be changed to meet the needs of Youth Dynamics at any time;
- C. Will be reviewed on an annual basis by the employee's Supervisor;
- D. Will use the Youth Dynamics job description template.

EMPLOYMENT AGREEMENTS

Youth Dynamics may execute, at their sole discretion, written employment agreements with certain of its employees. Such written agreements must have the approval of the Board. Those who do not have a written employment contract containing a specified term of employment are considered at-will employees.

MEDICAL EXAMINATIONS AND HEALTH PROCEDURES

Youth Dynamics reserves the right to require acceptable confirmation of the nature and extent of any illness or injury that requires an employee to be absent from scheduled work. Employees returning from a disability leave or an absence caused by health problems may be required to provide a doctor's certification of their ability to perform their regular work satisfactorily without endangering themselves or their fellow employees. In addition, Youth Dynamics reserves the right to require a second medical opinion regarding an employee's absence because of illness or injury or regarding a doctor's certification of an employee's ability to return to work. Any such second opinion will be paid for by Youth Dynamics.

Employees who suffer any work-connected injury, must report the situation to their Supervisor. The Supervisor must fill out the "Work- injury" form and turn it in to the **Finance Director** within 48 hours.

EMPLOYMENT STATUS

For those desiring a career of youth ministry, Youth Dynamics seeks to offer options that may assist the transition period of switching from their former job to their employment with Youth Dynamics. For this reason a standard schedule for salary ceiling has been made. Deviation from this standard is discouraged and only allowable if authorized by the both the immediate supervisor and the Leadership Team.

An individual raising support is officially eligible to receive wages when s/he has raised, in ongoing pledges, 50% of PMB (Personal Ministry Budget) amount. The Director and Support Ministry Coach will determine the official employment date. The working week will be spent working to raise the remaining support necessary to be a full time employee. Once officially employed, life and disability insurance will begin when the employee is working at least 40 hours per week.

INTERDEPARTMENTAL TRANSFERS

Youth Dynamics is committed to the professional and spiritual development of its staff. Directors will, as a common practice but not as a binding policy, hire from the ranks of current employees when appropriate positions become available.

An employee's Director should be contacted regarding a personal wish to transfer to a different department or branch. When a position becomes available, an employee should approach their Director to inform the director of their interest in the opportunity before any serious discussion of transfer takes place.

An employee must be 100% supported for the work schedule planned prior to transferring to another area, department or division.

Decisions / Factors

All decisions regarding internal staff transfers are made by the Leadership Team. Factors taken into consideration include, but are not limited to:

- Past performance within the organization
- Expertise in skill areas of potential position
- Previous work experience and record
- Team compatibility
- The individual's interest and giftedness

Steps

The following steps should be followed in order to transfer:

1. The employee fills out a transfer request form and gives it to their Director.
2. The Director schedules an interview with the employee as quickly as possible.
3. The Leadership Team will make a decision within 30 calendar days, during which time counsel may be sought, additional interviews requested, or other activities which seem necessary to make a well-informed decision. No matter what the outcome of the decision, the director will inform the employee on or before the 30th day from the point of receiving the request for transfer.
4. If the transfer is approved, the new director overseeing the employee reviews and sets the employee's salary ceiling for the new position.

HOURS OF WORK

Youth Dynamics establishes the time and duration of working hours as required by work load and production flow, ministry needs, and efficient management of resources.

Overtime will be paid to all non-exempt employees (those employees subject to the minimum wage and overtime provisions of the Fair Labor Standards Act) for time worked beyond eight hours on any day, or forty hours in any week. All overtime must be pre-approved by the employee's supervisor. (See page 13 for definitions of exempt and non-exempt employees).

Employee attendance at lectures, meetings, and training programs will be considered hours of work if it was requested by management.

All non-exempt employees are required to complete an individual time record showing the daily hours worked.

1. All employees are required to take lunch and/or meal breaks when appropriate;
2. All non-exempt employees are required to sign each time sheet certifying that it is complete and includes all time worked for Youth Dynamics.
3. Employee time records are to be checked and signed by the supervisor involved. Paid-time-off, holidays, and overtime should be properly documented on timesheets.
4. All exempt employees are not required to fill out hourly timesheets but must account for daily attendance. In addition, exempt employees will not receive overtime compensation.

VOLUNTEER SERVICE FOR YOUTH DYNAMICS

There are staff who desire to help within the ministry in ways that fall outside of their normal job description. That heart and effort is greatly appreciated. Because of legal requirements, however, any volunteer time with Youth Dynamics by an employee **must first be approved by the employee's immediate supervisor** to help ensure that it does not parallel the employee's normal job description.

This volunteer work is not considered "work time" unless that effort is previously approved by the immediate supervisor.

TEMPORARY AND PART-TIME EMPLOYEES

Youth Dynamics may supplement the regular work force with temporary or part-time employees, or other forms of flexible staffing, when needed because of periods of peak work load, employee absences, or other situations as may be determined by management. (See Employee Classifications for definitions.) Other flexible staffing classifications or arrangements may be added as needed.

EMPLOYEE CLASSIFICATIONS

The purpose of the following definitions is to standardize terminology and ensure common understanding in our references to the various types of staff.

Employee - A person who receives wages or a salary from Youth Dynamics.

Employee Longevity Classifications

Seasonal	Works for a predetermined length of time (e.g. Summer Staff, 3 month internships). Any situation lasting longer than 6 months will be reviewed to determine if it is still consistent with the Seasonal category.
Temporary	Hired for a limited period of time that is either less than one month or undetermined at time of hire.
Part-time	Works less than 40 hours per week on a permanent year-round basis.
Full-time	Works 40 hours per week on a permanent year-round basis.

Employee Funding Classifications

Internally funded: Paid solely through area funds, no support raising.

Supported staff: Raises all or a portion of their monthly support.

Employee Payment Classifications

Salary (Exempt)

- The employee has the funds available in their reserves.
- Paid up to a predetermined salary ceiling.
- Works a minimum of 20, 30, or 40 hours for respective ½ time, ¾ time or a full-time job.

Hourly (Non-Exempt)

- Paid a predetermined hourly amount for number of hours worked.
- Work hours are recorded by employee and kept on file in the Finance Department of Youth Dynamics.

TERMINATION

Youth Dynamics or the employee may terminate employment at any time and for any reason. Their Supervisor will conduct an exit interview no later than the employee's last working day. In addition, all full-time employees will have an exit interview with a member of the leadership team. Exit interview notes will be placed in the employees personnel file.

The interview should:

- 1) If the termination is voluntary, attempt to determine the actual reason or reasons why the employee is leaving so that, where appropriate, action can be taken to correct any problems that come to light;
- 2) If the termination is involuntary, discuss the circumstances and reasons leading to the termination, so that misunderstandings and hard feelings can be minimized (two Youth Dynamics representatives should be present);
- 3) Explain any conversion or continuation of benefits under Youth Dynamics' group insurance plans and any other vested benefits available to the employee under Youth Dynamics' benefit plans;
- 4) Determine the employee's availability for future employment, if the supervisor's written evaluation recommends such employment, and explain Youth Dynamics' policy on references; (See Chapter 7: Personal Conduct.)
- 5) Obtain the employee's correct address for mailing IRS Form W-2 and the correct mailing addresses of the employee's spouse or former spouse and any dependents who are eligible to continue their health care benefits under Youth Dynamics' health insurance plan;
- 6) Remind the employee to take away any personal belongings; and
- 7) Discuss the employee's continuing duty not to disclose confidential information.

The Finance Director will have the final pay (including accrued vacation) for terminated employees available on their last working day, unless the employee quit and failed to give at least seventy-two hours' notice. If the employee quit without at least seventy-two hours' notice, the Finance Director will have the final pay (including accrued vacation) available within seventy-two hours. The Supervisor is responsible for securing the return, by terminating employees, any Youth Dynamics' property still in their possession.

3

Ministry Partner Development (MPD)

PHILOSOPHY

Giving

We believe the Bible teaches that all resources are God's (I Chron. 29:14). God desires for us to use His resources to His glory. We are to be giving money to help accomplish God's work in this world. The decision is not *whether* or not to give, but only *where* to give and *how* to disburse it.

Thus, there are three choices to make as a donor:

1. To whom or to what ministry to give
2. How much to give
3. How to distribute the gifts

These choices are not simple in this complex society. There are many good causes that want and need money, so as donors we have tough choices to make about where to invest our money. (Matt. 6:19-21.)

Funding Ministry

As vocational ministers of the gospel, what should our approach be for funding the ministry in which we are involved? Christian work has been funded by Christian people for centuries as an expression of fellowship and commitment to reach the lost. There are many ideas about how a person in ministry ought to approach the subject of funding. While specifics may differ somewhat from person to person, we believe that the following guidelines should characterize our approach toward funding ministry:

1. We desire an approach toward funding ministry which honors potential donors by giving them the chance to be involved. In a real sense, it is dishonoring to assume their response instead of giving them the chance to decide for themselves. Our desire is to be up front in speaking about the funding of our ministry, seeking to eliminate doubt about hidden agendas. All requests ought to be stated directly. We want to give potential donors the facts and then give them a clear opportunity to give as the Spirit leads.
2. We desire an approach toward funding ministry which recognizes that our security can be found in God alone, not in the acquisition of money. Jesus once said, "You cannot serve both God and Money." (Matt 6:24) If we think we will find our security

through acquiring funds to do ministry, in the end, money will be our master. But if we truly believe that God is the only One in whom we can find security, then God will be the One we seek to serve.

As these desires grow in us and become reality in our lives, our call will be increasingly characterized by credibility, confidence, and conviction.

CLEAR VISION

While God affirms that He will and does provide for our needs, we have a definitive responsibility. We believe we are called to reach students for Christ and in order to do that, we are commissioned to raise financial resources. We must keep our greater vision of students in front of us or we will become fund raisers and not student ministers. At the same time, fundraising puts us in a unique position to minister to donors and potential donors. We believe this is also a part of the ministry to which we have been called.

PLAN

Youth Dynamics is committed to equipping our staff to develop their support. Because of that we work hard to provide professional materials. Once a staff person is hired, they are required to attend a support raising training called “Boot Camp” offered through Support Raising Solutions. In addition, the Support Ministry Coach will be in regular contact with the new staff person overseeing their initial process. The staff member will be expected to submit weekly reports and have regular check-in’s with their support coach. Generally, it takes 4-10 months to complete the support development process. If at the end of eight months the Personal Ministry Budget (PMB) amount has not been reached, the process will be reassessed by the Support Ministry Coach and consideration of adjusting the proposed ministry assignment and/or salary ceiling issues will be reviewed.

If the PMB amount still has not been reached in pledges at the end of 12 months from the support development start date, the Support Ministry Coach, new staff and their Director will meet to reassess the circumstances. Continuation of support development beyond this point is highly discouraged. All donations receipted up to this decision will be used at the discretion of Youth Dynamics and cannot be returned to the donor legally.

INTRODUCTORY EMPLOYMENT STATUS

For those desiring a career in youth ministry, Youth Dynamics seeks to offer options that may assist the transition period of switching from their former job to their employment with Youth Dynamics. For this reason, a standard schedule for salary ceiling has been made. Deviation from this standard is discouraged and only allowable if authorized by the director and the Leadership Team. An individual in their initial fundraising process is officially eligible to receive compensation when s/he has raised, in ongoing pledges, 50% of their PMB amount. The Support Ministry Coach and Director will make the start date determination. The compensated time will be proportionate to the amount of support raised. The employee may not begin other ministry work until they have reached 100% pledged support.

Note: There may be times when it is strategic to the individual and the ministry of Youth Dynamics for the employee to begin youth ministry work before s/he is fully funded. This must be approved by the Support Ministry Coach and the Director. Appropriate compensation and continued support time will need to be ensured in this circumstance.

SUPPLIES

When an individual begins working on initial support development for a permanent staff position, internship, or summer staff position, the following items are supplied from the Administrative Office. If additional supplies are needed, the cost for these items will be deducted from the individual's reserve account.

REIMBURSEMENTS

Costs resulting from support development (initial or continuing) may be reimbursed from an employee's reserve account after approval from their director or the Support Ministry Coach. All reimbursed expenses must make good stewardship sense.

- additional supplies of all support raising materials (see Supplies)
- travel expenses: gas, train/bus/plane tickets (note, only tickets purchased for the employee is reimbursable).
- moving expenses – truck rental and fuel
- phone calls
- printing for letters and newsletters, postage
- expenses accrued during support appointments, supporter gifts, etc.
- other expenses as approved by supervisor

Detailed and accurate receipting is mandatory. You are encouraged to take advantage of the appropriate tax deductions in these reimbursements and/or discuss them with the Finance Department or your accountant.

Support development and maintenance reimbursements are not to exceed 5% of an employee's annual PMB. This only applies to employees once they are on payroll.

AFTER GRADUATING FROM INITIAL FUNDRAISING

Long-Term Support Ministry Training

Once an employee has graduated from their initial fundraising process the Support Ministry coach will train them in long-term support ministry. This process will consist of monthly check-in's during the first quarter and quarterly check-in's for the remainder of the employee's first year on staff with additional training as needed.

Support Ministry Day

Each employee is required to use 10-20% of work time (2-4 days/month for full-time employees) for support development and support ministry. This will be negotiated between the employee and their supervisor and may be taken in increments if necessary.

We consider working at Youth Dynamics to be a significant investment. Our desire is that our staff be freed from the burden of financial stress that is so typical for missionaries. For this reason, we would like to make every effort to help our staff remain financially supported over the years. A director has a unique perspective to enable a continuously healthy ministry environment for their staff. Because of this unique perspective, Youth Dynamics desires to leave issues of support ministry time up to the discretion of the supervisor whenever possible.

Each employee will undergo a support ministry check in with their supervisor at least once a year. The purpose of this meeting is to increase accountability to maintaining a healthy support level and proactively address support issues.

A director may choose at any time to allow for additional support development days. Constant monitoring and proactive support development planning on the part of directors is strongly encouraged.

Support Health Colors

The purpose of support health colors is to flag potential support concerns while they are small and prevent them from growing into larger issues that negatively impact ministry. The intent behind this process is to care well for our staff and encourage longevity by ensuring staff are properly being compensated for the hard work they do.

Having healthy staff in ministry for the long haul will propel us more effectively towards reaching the mission of Youth Dynamics. Below are the definitions that will guide the overall support health of the organization based on the **Development Plans**. There are also roles and responsibilities outlined for staff, supervisor, MPD Coach, and Support Services and resources available at each level.

GREEN – Healthy

Definition:

Reserve balance is at least 2 months of PMB and accumulative actual donations are at least 90% of PMB goal.

Plan:

Staff: Spend 10%-20% of work time on fundraising and maintenance.

Supervisor: Ensure proper support time and provide accountability to annual development plan.

MPD Coach: Available as resource if desired.

Resources:

- The God Ask
- DonorElf
- Boot Camp (Refresher Training)
- Development Plan
- SRS Resource

YELLOW – Needs Attention

Definition:

Reserve balance is under 2 months of PMB

OR

Accumulative actual donations are less than 89% of PMB goal

Plan:

Support Services:

- Assign MPD coach if deemed appropriate.

Staff:

- Spend at least 20%-50% of work time on fundraising and maintenance.
- Create and execute a plan to move back to GREEN in less than 6 months.

Supervisor:

- Meet with staff and MPD coach to discuss current support situation.
- Revise staff schedule to increase support time.
- Provide accountability to a fundraising plan that moves staff back into GREEN status in less than 6 months.
- Regularly check-in with staff and work with MPD coach to ensure consistency in communication.

MPD Coach:

- Meet with staff and supervisor to discuss current support situation.
- Work with staff to create fundraising plan.
- Walk with staff as they execute fundraising plan providing regular coaching, shepherding, training, and encouragement.
- Work with supervisor to ensure consistency in communication.

Resources:

- | | |
|---|----------------------------------|
| ○ Support Check-in Meeting Guide | ○ The God Ask |
| ○ Fundraising Goal Setter | ○ Boot Camp (Refresher Training) |
| ○ Veteran Staff Support Plan Outline | ○ DonorElf |
| ○ Support Ministry Weekly Report – with Time Recorder | ○ Development Plan |
| | ○ SRS Resources |

RED – Focused MPD Time – Reduced Ministry Schedule

Definition:

Reserve balance is less than 1 month PMB
OR
6 consecutive months in YELLOW

When a staff person is in RED it is likely they will receive a low paycheck. Per the law, staff must be paid at least the minimum wage equivalent for the state in which they work. When this occurs, hours will be immediately cut to reflect the amount of funds available.

Plan:

Support Services:

- Immediately set up meeting with staff and supervisor and walk through filling out the Support Raising Improvement Plan (SRIP) document.
- Assign MPD coach.
- Fill out reduced ministry schedule per the funds available based on minimum wage requirements.

Staff:

- Meet with supervisor and Support Services to fill out a SRIP to move back to YELLOW in less than 3 months.
- Spend between 75%-100% of work time on fundraising and maintenance.

Supervisor:

- Meet with staff and Support Services to fill out a SRIP.
- Triage staff schedule to provide the maximum amount of support time possible.
- Provide accountability to the SRIP and regularly check in with staff.
- Work with MPD coach to ensure consistency in communication.

MPD Coach:

- Meet with staff and review the SRIP.
- Walk with staff as they execute fundraising plan providing regular coaching, shepherding, training, and encouragement.
- Work with supervisor to ensure consistency in communication.

Resources:

- | | |
|---|----------------------------------|
| ○ Support Check-in Meeting Guide | ○ The God Ask |
| ○ Fundraising Goal Setter | ○ Boot Camp (Refresher Training) |
| ○ Veteran Staff Support Plan Outline | ○ DonorElf |
| ○ Support Ministry Weekly Report – with Time Recorder | ○ Development Plan |
| | ○ SRS Resource |

Important note regarding RED status: If the staff remains in RED for 3 consecutive months, then the staff, supervisor, support ministry coach, and vice president must meet to discuss next steps. A decision must be made as to the future of the staff in regards to employment with Youth Dynamics.

4

COMPENSATION AND BENEFITS

BENEFITS

Disclosure of Benefits

Youth Dynamics provides their employees with various welfare and pension benefits. Youth Dynamics reserves the right to modify, amend, or terminate this welfare and pension benefits as they apply to all current, former, and retired employees.

All benefits provided by Youth Dynamics are described in official documents which are kept on file by the Finance Director. These documents are available for examination by any plan participant or beneficiary. In addition, they are the only official and binding documents concerning Youth Dynamics' welfare and pension benefits.

Vacations

Youth Dynamics grants annual vacations with pay to permanent salaried full-time and part-time employees as well as qualifying permanent hourly employees. Employees may not receive vacation pay in lieu of time off. The vacation year is the calendar year, January 1st through December 31st.

Full-time employees will accrue paid vacation according to the following schedule (annual totals are rounded to the nearest whole day):

First Calendar Year	.417 Days per Month Worked - 5 Days/year
Calendar Year 2	.83 Days per Month - 10 Days/year Calendar
Year 3	1.25 Days per Month - 15 Days/year Calendar
Year 4 +	1.67 Days per Month - 20 Days/year Calendar
Year 10+	2.087 Days per Month – 25 Days/year Calendar
Year 15+	2.5 Days per Month - 30 Days/year Calendar
Year 20+	2.91 Days per Month - 35 Days/year

Vacation must be used during the calendar year earned.

Permanent part-time hourly employees who work at least 20 hours per week (1,040 hours per year) are entitled to vacation on a pro-rata basis. The length of the vacation will be determined on the same basis as for exempt full-time employees, but the pay will be based on the employee's average number of part-time hours per week during the last vacation-accrual year. Permanent part-time hourly employees working less than 20 hours per week (1,040 hours per year) and temporary employees receive no vacation benefit.

Employees whose employment is terminated for any reason or who are laid off for more than thirty days will receive vacation pay for any unused vacation accrued at the time of termination or lay off provided the money is available in the employee's support account. If an employee dies, pay for accrued and unused vacation will be paid in a lump sum to the employee's estate.

If a paid holiday falls within an employee's vacation period, the holiday will not be charged as a vacation day. No allowance will be made for sickness or other compensated type of absence occurring during a scheduled vacation. Interns and seasonal staff are not eligible for vacation pay, nor may their time as an intern or seasonal staff be applied to future accrual of vacation time as permanent staff.

Approval and Reporting of Vacation Usage

1. **Making the request:** Employees send an email to their supervisor requesting the date(s) to be gone and the number of vacation days used.
2. **Supervisors:** within 7 days of receiving the request:
 - If approved:** reply the approval via email to the employee and carbon copy the Finance Director.
 - If denied:** correspond directly with the employee to negotiate alternate vacation days. Once approved dates are agreed upon, forward those dates to the Finance Director.
3. **Out of office notice:** On last day in the office before vacation leave, employee should send an email to immediate coworkers letting them know you will be gone and the date you will return to the office. In addition, change voicemail and email settings to send an automatic reply to emails stating A) the date range you are gone, B) when you will return back in the office, and C) list information for an alternate person if the message needs assistance before you return.

Holidays

Youth Dynamics observes certain designated days each year as holidays. Eligible employees will be given a day off with pay for each holiday observed. The following is the schedule of holidays which are observed during each calendar year:

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

Temporary employees and employees on leaves of absence or on lay-off are not eligible to receive holiday pay. Full-time employees are eligible to receive their regular rate of pay for each observed holiday. Part-time employees are eligible to receive holiday pay only for holidays on which they would normally be scheduled to work, and only for their regularly scheduled number of hours.

To receive holiday pay, an eligible employee must be at work, or on an authorized absence, on the workdays immediately preceding and immediately following the day on which the holiday is observed.

A holiday that occurs on a Saturday or Sunday may be observed on either the preceding Friday or following Monday.

If a holiday occurs during an employee's vacation period, the holiday will not be charged as a vacation day.

Sabbatical

Full-time exempt employees are eligible for paid sabbatical leave after seven years of complete full-time exempt employment. Sabbatical leave is for spiritual refreshment and to further ministry expertise in a way that will also further Youth Dynamics' mission.

Sabbatical leave will accrue at the rate of one week for each complete year of full-time exempt staff employment. The maximum that can accrue is twelve weeks; un-accrued leave cannot be recaptured. Sabbatical leave must be taken all at once, and not split into separate leaves. If a full-time exempt staff member leaves Youth Dynamics before taking all accumulated sabbatical leave, there will be no compensation for unused sabbatical leave.

Sabbatical leave proposals should be submitted to the **Leadership Team** at least 60 days in advance. Keeping in mind the production and service needs of Youth Dynamics, the **Leadership Team** may approve or disapprove of a proposed sabbatical leave.

Authorized Absence from Work

Employees are to report for work punctually as scheduled and to work all scheduled hours and any required overtime. Excessive tardiness and poor attendance disrupt workflow and service to co-workers, volunteers, and students will not be tolerated.

Short-term Leaves of Absence

Youth Dynamics permits employees to be absent from work on a short-term basis under certain circumstances, including sickness or injury. Short-term absence is any absence continuing two weeks or less and needs to be approved by the employee's supervisor.

An authorized short-term absence may include any of the following:

- a) Sickness or injury resulting in temporary disability of the employee or a member of his immediate family;
- b) Death, funeral, or estate settlement in the immediate family of the employee;
- c) Marriage of the employee or a member of their immediate family;
- d) Birth of a child to or adoption by the employee and/or the employee's spouse;
- e) Personal business which cannot be conducted outside of normal working hours;
- f) Emergency closing of Youth Dynamics premises; and
- g) Maternity leave for female employees – a staff member having a baby is allowed six weeks of paid maternity leave.

Full-time employees are eligible to be compensated for regular base wages lost during periods of authorized absence. No compensation will be paid for absences covered by Workers' Compensation.

Exempt part-time employees who work twenty or more hours per week (1,040 hours per year) are eligible to receive compensation for short-term absences on the same basis as exempt full-time employees except that their accumulated days will be accrued on a pro-rata basis that relates the average number of hours per week worked to a regular forty-hour week. Part-time employees working less than twenty hours per week and temporary employees are not eligible for compensation for short-term absences. Unused days of paid absence are not convertible into cash, personal holidays, or vacation. If employment is terminated, pay for accumulated and unused days of paid absence will not be granted.

Short-term absences resulting from jury duty, voting, testifying as a subpoenaed witness, emergency Youth Dynamics closings, and approved participation in community affairs will not be charged against an employee's accumulated days of paid absence. Employees will be paid their regular base rate for authorized absences to serve as a juror or subpoenaed witness.

Other Leaves of Absence

Youth Dynamics may grant employees other UNPAID leaves of absence up to a maximum of one year under certain circumstances. The following types of leaves will be considered:

Sick Leave of Absence

Employees who are unable to work because of an illness or disability, and whose illness or disability continues beyond the coverage afforded in Youth Dynamics' Short-term Leaves of Absence policy, may be granted a sick leave of absence. This type of leave includes DISABILITIES caused by pregnancy, childbirth, or other related medical conditions. Youth Dynamics may require certification, on a periodic basis, of an employee's continuing illness or disability by the employee's physician and/or a physician selected by Youth Dynamics.

Childcare Leave of Absence

Female employees (not disabled by pregnancy or childbirth) and male employees may be granted a childcare leave of absence for the purpose of caring for newborn or seriously ill children. Employees who adopt a child may also be granted a childcare leave of absence for the purpose of receiving the child into the home and assisting the child in adjustment after placement.

Personal Leave of Absence

Employees may be granted a personal leave of absence to attend to personal matters in cases in which the Supervisor determines that an extended period of time away from the job will be in the best interests of the employee and Youth Dynamics.

Military Leave of Absence

A military leave of absence will be granted if an employee enlists, is inducted, or is recalled to active duty in the United States armed forces for a period of not more than four years (plus any involuntary extension for not more than one additional year). Employees who perform and return from military service in the armed forces, the military reserves, or the National Guard shall have and retain such rights with respect to reinstatement, seniority, vacation, layoffs, compensation, and length of service pay increases as may be from time to time provided by applicable federal or state law.

Upon satisfactory completion of military service and timely notice of intent to return to work, an employee will be reinstated to a job comparable to the one the employee left, provided the employee is qualified, their support account is fully funded, and Youth Dynamics' circumstances have not changed to the extent that it would be impossible or unreasonable to provide reemployment. An employee must reapply for a job within 90 days after being released from active duty. Reservists and national guardsmen returning from initial active duty for training must apply for reinstatement within 31 days after being released from military duty. Employees returning from all other active duty for training must report to work on the first scheduled working day following completion of training.

If an employee, on return from military service, is physically unable to perform the duties of the employee's previous job, Youth Dynamics will attempt to place the employee in a position of similar status and pay that is compatible with the employee's physical abilities.

Employees with one year or more of service will be protected against loss of income as a result of participation in an annual encampment or training duty in the United States military reserves or the National Guard. In these circumstances, Youth Dynamics will utilize the individual's support account to pay the difference between what an employee earns from the government for military service and what the employee would have earned as normal straight-time earnings on the job. This difference will be paid for up to two weeks in a calendar year.

Note: If an employee fails to return to work following an approved leave of absence, the employee will be terminated from employment.

Breaks

Whenever practical, employees are to receive a rest break of fifteen minutes at approximately the middle of every four hours of work not broken by a meal period.

Full-time employees will take an unpaid meal break near the middle of the workday; the break will be thirty minutes. Part-time employees scheduled to work more than five consecutive hours during any workday will likewise take an unpaid meal break of the same duration as full-time employees in their department.

COMPENSATION

Salary Administration

Youth Dynamics pays wages and salaries, which are nondiscriminatory and as competitive as possible with rates being paid for like jobs by other employers in the community.

Performance Review

Each employee will have an annual performance review. The purpose of this review is to celebrate victories as well as identify areas of potential growth.

This annual meeting should merely be a summary of a year's worth of conversations and management.

The performance review must be done on the ministry-wide template and should "mirror" an employee's job description. Both the supervisor and the employee should fill out this form and then meet together. Once completed the original copies need to be sent to the finance department to be placed in the employee's personnel file.

Severance Pay

Severance pay may be granted to terminate employees under certain circumstances at Youth Dynamics' discretion. It is not a normal practice to provide severance pay to employees who leave at their own discretion.

Pay Procedures

Youth Dynamics pays employees by direct deposit on a regular basis and in a manner so that the amount, method, and timing of such payments comply with any applicable laws or regulations.

Employees normally receive their paycheck on the tenth day of the month.

If the regular payday falls on a Saturday, payday will be the day before, if payday falls on a Sunday or holiday, employees will be paid on the working day following the regular payday.

Non-exempt employees, (those not exempt from the provisions of the Fair Labor Standards Act) will be paid overtime compensation at the rate of one and one-half times their regular hourly rate for work in excess of forty hours during their normal workweek and/or for work in excess of eight hours during their normal workday.

Note: Some part-time and/or seasonal employees will be paid by check, not direct deposit. This decision will be made by the finance office.

5

EXPENSE REIMBURSEMENTS (EMPLOYEE)

ACCOUNTABLE REIMBURSEMENT PLAN

Youth Dynamics has adopted an accountable reimbursement policy pursuant to income tax regulations 1.162-17 and 1.274-5(e). This policy makes it legally possible for Youth Dynamics to reimburse legitimate expenses without having to show them as taxable income to the employee. Following are the terms of our accountable reimbursement policy:

A. Any Youth Dynamics employee will be reimbursed for any ordinary and necessary business and professional expenses incurred on Youth Dynamics if the following conditions are satisfied:

1. The expenses are reasonable in amount;
2. The employee marks each receipt with the amount, time, place, business purpose, and business relationship, and attaches to a filled-out “expense reimbursement” form;
3. The expense must be approved by an authorized person. In no way will an expense be reimbursed if substantiated more than ninety (90) days after the expense is paid or incurred by the employee.

B. Reimbursements will be paid out of the appropriate account and not by reducing paychecks by the amount of the reimbursements.

C. Reimbursable and professional expenses may include local transportation, overnight travel (including lodging and meals), entertainment, books and subscriptions, education, and professional dues. See the following headings in this Employee Expense Reimbursements section for specific details.

D. Youth Dynamics will not include as taxable income any business or professional expense reimbursement properly substantiated and reimbursed according to this policy, and the employee should not report the amount as taxable income on his IRS Form 1040.

- E.** Any Youth Dynamics reimbursement that exceeds the amount of business or professional expenses properly accounted for by an employee according to this policy must be returned to Youth Dynamics within 120 days after the associated expenses are paid or incurred by the employee, and shall not be retained by the employee. If a Youth Dynamics employee has been given a long-term advance, and Youth Dynamics expenses/reimbursements have not exceeded the amount of the long-term advance over the most recent 120-day period, the excess advance must be returned to Youth Dynamics in accordance with this policy.
- F.** If for any reason Youth Dynamics' reimbursements are less than the amount of business and professional expenses properly accounted for by an employee, Youth Dynamics will not report any part of the reimbursement as taxable income for the employee, and the employee may deduct the unreimbursed expenses as allowed by law.
- G.** Under no circumstances will Youth Dynamics reimburse an employee for business or professional expenses incurred on its behalf that is not properly substantiated according to this policy.

TRAVEL EXPENSE

Employee travel on behalf of Youth Dynamics must be approved in advance and such travel should be engaged in and reimbursed according to the guidelines below.

Employees are to use the most expedient mode of transportation available, to book the least expensive fares, and to stay in and eat at moderately priced establishments. Employee expenses for approved travel will be paid or reimbursed when properly documented by the employee and approved by the director. Employees are expected to exercise prudent discretion in incurring expenses while traveling on behalf of Youth Dynamics.

Any travel expenses deemed unreasonable relative to the circumstances will not be paid or reimbursed and are the employee's personal responsibility. Employees should provide their supervisor with a copy of their itinerary before leaving on Youth Dynamics-related travel.

AUTOMOBILE USAGE

Youth Dynamics may allow certain employees to drive on Youth Dynamics business. Employees who use their personal vehicle for approved business purposes can receive a mileage allowance equal to the current Internal Revenue Service mileage allowance for such usage. This allowance is to compensate for the cost of gasoline, oil, depreciation, and insurance.

In addition, employees driving on Youth Dynamics business may claim reimbursement for parking fees and tolls incurred.

- A director has the authority to allow mileage reimbursements for less than the Federal rate should you so choose.

- Gas is not a reimbursable expense for a personal vehicle used for business purposes.

MEAL REIMBURSEMENT

Youth Dynamics may provide, pay for, or reimburse employees for ministry related meals. Meal expenses must be reasonable and should not exceed the guidelines set by the Director.

Expense reimbursement requests must be accompanied by receipts, and should not involve the consumption of alcoholic beverages.

HEALTH INSURANCE REIMBURSEMENT

Section 105 Plan

Instead of offering a group Health Insurance plan, Youth Dynamics has chosen to allow you to pick *your* own plan and to reimburse you pre-tax for the amount of the premium.

- An employee may choose any qualified Affordable Care Act (ACA) plan.
- Currently, Christian health share co-op organizations such as Samaritan Ministries or Medi-Share are not eligible for reimbursement, (although you are free to participate in these plans if you so choose).
- Although we strongly recommend Health Insurance for you and every member of your family, there is no longer any requirement from Youth Dynamics for you to have Health Insurance. However, currently, there is a monetary penalty that the government will assess you if you do not.

The following employees are eligible for Section 105 reimbursement:

- Salaried full-time or part-time staff, who are funded through raised support.
- Interns and seasonal employees may be eligible.

The following employees are ineligible:

- Salaried employees working less than 20 hrs/week are not eligible.
- Interns and seasonal staff are not eligible unless they will be with Youth Dynamics for longer than four months consecutively.
- Employees who are 100% internally funded (paid through area funds) are not eligible unless otherwise stated in their contract.

Additional Notes:

- Dental and Vision plans are eligible for reimbursement through our Section 105.

- Reimbursements for Health, Dental or Vision Insurance will be paid for as a part of the employee's Personal Ministry Budget (PMB) and will be reimbursed out of the employee's reserve account.
- Only the amount of the actual premium is reimbursable through a Section 105 plan. Other medical-related expenses may be reimbursed pre-tax through a Health Savings Account (HSA) or a Section 125 plan. Both of these are available free to all salaried full-time or part-time staff who works a minimum of 20 hrs/week.
- Premiums paid through another employer (for example through your spouse's job) are not eligible for reimbursement.
- Employees may not contribute additional dollars to a Section 105 plan, unlike an HSA or Section 125 plan.
- Funds in a Section 105 plan are owned solely by YD and as such do not roll over year to year.
- Each participant in the Section 105 plan will be charged \$12/month paid to the company that oversees our plan.
- Support Services will pay the \$35 one-time fee per employee
- Reimbursement will happen monthly along with your paycheck once you are enrolled.
- Participants have the option of scanning or sending in a single receipt for your premium one time only and get reimbursed all year long, or until your premium changes.

Health Savings Account - HSA

In addition to getting reimbursed tax-free for your Health Insurance premiums through a Section 105 plan, salaried full-time or part-time employees who work a minimum of 20 hrs/week are eligible to open a free Health Savings Account or HSA. An HSA is a pre-tax savings account created for the purpose of paying medical expenses other than the monthly Health Insurance premium. You may only get reimbursed up to the actual balance that you have in your HSA. Any monies that remain in your HSA at the end of the calendar year roll over to the next year. There is no requirement to use it or lose it. To read more about HSA's go to: "[What is an HSA?](http://www.hsacenter.com/what-is-hsa.html)" (www.hsacenter.com/what-is-hsa.html)

Section 125 Plan (a.k.a. Cafeteria Plan)

Another tax-free option for getting reimbursed for medical expenses is called a Section 125 Plan. All salaried full-time or part-time employees who work a minimum of 20 hrs/week are eligible to open a free Section 125 Plan (a.k.a. Cafeteria Plan). A Section 125 plan is a pre-tax savings account where you set aside some of your salary monthly into an account created for the purpose of paying medical expenses other than the monthly premium. One of the benefits of the Section 105 Plan is that you have access to all the monies that will be deposited during the year, from the first day of the year on. A Section 125 Plan is different from an HSA in that the bulk of these monies do not roll over from year to year. You must use it or lose it. To read more about Cafeteria Plans go to: [What is a Section 125 Plan \(Cafeteria Plan\)?](https://en.wikipedia.org/wiki/cafeteria_plan) (en.wikipedia.org/wiki/cafeteria_plan)

6

PREMISES AND WORK AREAS

SAFETY

Employees should report to their director all observed safety and health violations, potentially unsafe conditions, and any accidents resulting in injuries. Employees are encouraged to submit suggestions to their supervisor concerning safety and health matters. (See Risk Management Memo in Section 9.)

PRIVACY

Youth Dynamics provides resources to facilitate employees' contributions towards the accomplishment of its mission and reserves the right to examine all provided resources at any time and without warning. Such resources may include desks, desk drawers, locks, computers, computer system databases, communication systems, email, voicemail, lockers, file cabinets, etc. These resources are the property of Youth Dynamics and are therefore not private.

SAFEGUARDING PERSONAL PROPERTY

Employees are expected to exercise reasonable care to safeguard personal items of value brought to work. Such items should never be left unattended or in plain view. Youth Dynamics does not assume responsibility for the loss or theft of personal belongings, and employees are advised not to carry unnecessary amounts of cash or other valuables with them when they come to work.

SOLICITATION & DISTRIBUTION

Youth Dynamics limits solicitation and distribution on their premises because, when left unrestricted, such activities can interfere with the normal operations of the organization, can be detrimental to employee efficiency, can be annoying to employees, volunteers and staff, and can pose a threat to security.

Persons who are not employed by Youth Dynamics are prohibited from soliciting funds or signatures, conducting membership drives, distributing literature or gifts, offering to sell merchandise or services, or engaging in any other solicitation or similar activity on

Youth Dynamics' premises unless granted specific written permission to do so by the Executive Director.

The Executive Director may authorize fund drives by employees on behalf of non-political charitable organizations. Employees are encouraged to volunteer to assist in these drives; however, employees are not to be discriminated against because of their willingness or unwillingness to participate.

Employees may be permitted to engage in solicitation or distribution of literature only when pre-approved by the director.

SECURITY

Youth Dynamics will make reasonable efforts to provide security for their property, their employees, and authorized visitors to their premises.

Employees are expected to know and comply with Youth Dynamics' security procedures and are expected to report any violations or potential problems to their director. Employees violating security procedures will be subject to discipline; and, in addition, illegal acts committed by employees may be reported to law enforcement authorities.

COMPUTER USAGE

Computers owned by the ministries of Youth Dynamics are not to be used to illegally download files, graphics, music or otherwise install programs for which Youth Dynamics has not purchased a license.

COMPUTER SYSTEMS INTEGRITY

Computers owned by the ministries of Youth Dynamics are not to be used to open or distribute files from questionable or unknown sources.

Note: Special care needs to be taken to protect our systems from viruses because we are closely networked together. If you have any questions, please contact Support Services.

7

PERSONAL CONDUCT

PERSONAL BEHAVIOR OF EMPLOYEES

Certain rules and regulations regarding employee behavior are necessary for the efficient operation of Youth Dynamics and for the benefit and safety of all employees. As a Christian organization, the conduct of employees on and off the job can impact Youth Dynamics' mission. Conduct that interferes with operations, discredits Youth Dynamics, or is offensive to fellow employees, volunteers, students and clients will not be tolerated.

Employees are expected at all times to conduct themselves in a positive manner so as to promote the best interests of Youth Dynamics.

Such conduct includes:

- a) Reporting to work punctually as scheduled, ready for work, at the assigned starting time;
- b) Giving proper advance notice whenever unable to work or report on time;
- c) Complying with all Youth Dynamics' safety and security regulations;
- d) Wearing clothing appropriate for the work being performed;
- e) Maintaining work place and work area cleanliness and orderliness;
- f) Treating all fellow employees, volunteers, students and groups in a courteous and Christ-like manner;
- g) Refraining from offensive or undesirable behavior or conduct, or conduct which is contrary to Youth Dynamics' doctrinal stance or official policies; and
- h) Performing assigned tasks efficiently and in accord with established quality standards.

The following conduct is prohibited and will subject the individual involved to disciplinary action, up to and including termination:

- a) Reporting to work under the influence of alcoholic beverages or illegal drugs or the use, sale, dispensing, or possession of alcoholic beverages or illegal drugs on Youth Dynamics' premises; including marijuana whether legal or illegal (except prescription marijuana) that does not impair your ability to perform your work.
- b) The use of profanity or abusive language;
- c) The possession of firearms or other weapons on Youth Dynamics' property in violation of Youth Dynamics' Firearm Policy;
- d) Insubordination or the refusal by an employee to follow management's instructions concerning a job-related matter;
- e) Fighting or assault on a fellow employee, student, vendor, or visitor;
- f) Theft, destruction, defacement, or misuse of Youth Dynamics' property or of another employee's property;
- g) Falsifying or altering any Youth Dynamics' record or report, such as an application for employment, a medical report, a production record, a time record, an expense account, an absentee report, or shipping and receiving records;
- h) Threatening or intimidating management, supervisors, or fellow workers;
- i) Multi-level marketing;
Note to clarify: Because there is a danger of producing a conflict of interests, a loss of ministry focus, and/or a potential misunderstanding of Youth Dynamics' in our communities, employees should not be involved in multi-level marketing. The spirit of this policy is not to limit the staff's ability to provide for their families (e.g. we cannot determine how a spouse earns extra income). Instead, our desire is to uphold the intent to raise our full support and to pursue and maintain a missionary (vs. entrepreneurial) role in our local communities.
- j) Failure to wear assigned safety equipment or failure to abide by safety rules and policies;
- k) Improper attire or inappropriate personal appearance;
- l) Engaging in any form of sexual misconduct (outlined in Section 8);
- m) Violation of Youth Dynamics' policies on solicitation or distribution; and
- n) Improper disclosure of confidential information.

The examples above are illustrative of the type of behavior that will not be permitted, but are not intended to be an all-inclusive listing. Any questions in connection with this policy should be directed to the President.

EMPLOYEE HARASSMENT

Youth Dynamics is committed to maintaining a work environment in which all individuals treat each other with dignity and respect and which is free from all forms of intimidation, exploitation and harassment, including sexual harassment. Youth Dynamics is prepared to take action to prevent and correct any violations of this policy. Anyone who violates this policy will be subject to discipline, up to and including termination.

"Harassment," including "sexual harassment," means unwelcome sexual advances, requests for sexual favors, and other verbal, visual, or physical conduct that denigrates or shows hostility or aversion toward an individual because of race, color, national origin, gender, disability, or age made by someone from or in the work setting under any of the following conditions:

- Submission to the conduct is explicitly or implicitly made a term or condition of an individual's employment;
- Submission to, or rejection of, the conduct by the individual is used as the basis of employment decisions affecting the individual;
- The conduct has the purpose or effect of having a negative impact upon the individual's work performance, or of creating an intimidating, hostile, or offensive work environment;
- The conduct has the purpose or effect of unreasonably interfering with an individual's work performance, or otherwise adversely affects an individual's employment opportunities; or
- Submission to, or rejection of, the conduct by the individual is used as the basis for any decision affecting the individual regarding benefits and services, honors, programs, or activities available at or through Youth Dynamics.

Unwelcome conduct of this type can include a wide range of verbal, visual, or physical conduct of a sexual or otherwise harassing nature. Among the types of conduct which would violate this policy are the following:

- a) Unwanted sexual advances or propositions;
- b) Offering employment benefits in exchange for sexual favors;
- c) Making or threatening reprisals after a negative response to sexual advances;
- d) Visual conduct such as leering, making sexual gestures, or other gestures which denigrate a person's race, color, national origin, gender, disability, or age;

- e) Written or graphic material that denigrates or shows hostility or aversion toward an individual or group because of race, color, gender, national origin, age, or disability and that is placed on walls, bulletin boards, or elsewhere on Youth Dynamics' premises, or circulated in the workplace;
- f) Epithets, slurs, negative stereotyping, threatening, intimidating, or hostile acts that relate to race, color, gender, national origin, age, or disability, graphic verbal commentaries about an individual's body, sexually degrading words used to describe an individual, suggestive or obscene letters, notes or invitations; and
- g) Physical conduct such as touching, assaulting, impeding or blocking movements.

Employees who feel that they have been subjected to conduct of a harassing nature are encouraged to promptly report the matter to their supervisor, or their supervisor's supervisor if the complaint involves their supervisor.

Employees who observe conduct of a harassing nature are also encouraged to report the matter to their supervisor, or their supervisor's supervisor if the complaint involves their supervisor. All complaints will be promptly investigated. Every effort will be made to protect the privacy of the parties involved in any complaint. However, Youth Dynamics reserves the right to fully investigate every complaint and to notify appropriate government officials as the circumstances warrant.

It is against Youth Dynamics' policy to discriminate or retaliate against any person who has filed a complaint concerning harassment or has testified, assisted, or participated in any investigation proceeding or hearing concerning harassment.

When the supervisor, or the supervisor's supervisor, if the complaint involves the supervisor, receives a complaint, s/he will immediately direct an investigation. If the investigation confirms the allegations, prompt corrective actions will be taken, and the individual who suffered the harassing conduct will be informed of the corrective action taken. In addition, any employee found to be responsible for harassment in violation of this policy will be subject to appropriate disciplinary action up to and including termination.

The severity of the disciplinary action will be based upon the circumstances of the infraction.

CONFLICTS OF INTEREST

Employees are not to engage in any activity, practice, or act, which conflicts with, or appears to conflict with, the interests of Youth Dynamics.

Membership in Clubs and Civic Organizations

Employees are encouraged to seek membership in community clubs and civic organizations where such membership will promote Youth Dynamics' interests and enhance its image in the

community. These memberships may be paid by Youth Dynamics. Employee participation in such community organizations must not adversely affect the employee's job performance, be detrimental to Youth Dynamics' interests, or place the employee in the position of serving conflicting interests.

Participation in Trade and Professional Associations

Employees are encouraged to participate in trade and professional associations that promote Youth Dynamics' goals, individual skills development, and/or professional recognition. These memberships may be paid by Youth Dynamics. However, employee participation in such associations must not conflict with Youth Dynamics' interests.

CONFIDENTIAL NATURE OF YOUTH DYNAMICS' INTERESTS

The interests of Youth Dynamics - particularly confidential information and trade secrets - represent proprietary assets that each employee has a continuing obligation to protect. Information designated as confidential is to be discussed with no one outside Youth Dynamics, and only discussed within on a "need to know" basis. This responsibility is not intended to impede normal ministry communications and relationships, but is intended to alert employees to their obligation to use discretion to safeguard Youth Dynamics' interests.

Employees authorized to have access to confidential information may be required to sign special nondisclosure agreements and must treat the information as Youth Dynamics' property for which they are personally responsible. Employees are prohibited from attempting to obtain confidential information for which they have not received access authorization.

Employees violating this policy will be subject to discipline, up to and including termination, and may be subject to legal action.

Media & Public Inquiries

Reference Requests

Employees should not provide any information (verbal or written), regarding current or former employees or volunteers to any person, organization or institution outside of Youth Dynamics. Any employee who receives a request for any information concerning a past or present employee or volunteer of Youth Dynamics should, without engaging in any "on" or "off the record" conversation or documentation about the individual, refer the person making the request to the Leadership Team. Only the Leadership Team is authorized to provide information of any kind regarding current or former employees or volunteers.

An exception exists only if the Personnel Department authorizes another supervisory or management representative to provide information regarding a particular individual. Requests that should be referred to the Personnel Department include, but are not limited to: requests for verifications of employment, employment references, and requests for verifications or comments regarding performance or character from any outside agency, firm, person or organization. Strict observance of this policy is required.

Media Requests

All media inquiries of a *general* nature should be referred to the Marketing Director. All media inquiries of a *serious or critical* nature should be referred to the **President**.

DISCIPLINARY PROCEDURE

All employees are expected to comply with Youth Dynamics' Personal Conduct policies as described above, and any non-compliance with these standards must be remedied.

Under normal circumstances, Youth Dynamics endorses a policy of progressive discipline in which it attempts to provide employees with notice of deficiencies and an opportunity to improve. It does, however, retain the right to administer discipline in any manner it sees fit.

A director's supervisor, under normal circumstances, should review and approve all recommendations for termination before any final action is taken. Employees who believe that they have been disciplined too severely or without good cause should utilize the grievance procedure.

GRIEVANCE PROCEDURE

"We commit to authentic relationship and healthy conflict resolution."

Employees have an opportunity to present their work-related complaints and to appeal supervisory decisions through a dispute resolution or grievance procedure. Youth Dynamics will attempt to resolve promptly all grievances that are appropriate for handling under this policy.

An appropriate grievance is defined as an employee's expressed feeling of dissatisfaction concerning any interpretation or application of a work-related policy by management, supervisors, or other employees.

Employees must notify Youth Dynamics in a timely fashion of any grievance considered appropriate for handling under this policy. The grievance procedure is the exclusive remedy for employees with appropriate grievances. As used in this policy, the terms "timely fashion," "reasonable time," and "promptly" will mean five working days.

Employees will not be penalized for proper use of the grievance procedure. However, it is not considered proper if an employee abuses the procedure by raising grievances in bad faith or solely for the purposes of delay or harassment, or by repeatedly raising grievances that a reasonable person would judge have no merit. Implementation of the grievance procedure by an employee does not limit the right of Youth Dynamics to proceed with any disciplinary action which is not in retaliation for the use of the grievance procedure.

The grievance procedure has a maximum of three steps, but grievances may be resolved at any step in the process. Grievances are to be fully processed until the employee is satisfied, does not file a timely appeal, or exhausts the right of appeal. A decision becomes binding on all parties whenever an employee does not file a timely appeal or when a decision is made in the final step and the right of appeal no longer exists.

Employees who feel they have an appropriate grievance should proceed as follows:

- Step 1: Promptly bring the grievance to the attention of the immediate supervisor. If the grievance involves the supervisor, then it is permissible to proceed directly to Step two. The supervisor is to investigate the grievance, attempt to resolve it, and give a decision to the employee within a reasonable time. The supervisor should prepare a written and dated summary of the grievance and proposed resolution for file purposes.

- Step 2: Appeal the decision to the Executive Director, if dissatisfied with the supervisor's decision, or initiate the procedure with the Executive Director if the grievance involves the employee's immediate supervisor. Such an appeal or initial complaint must be made in a timely fashion in writing. The supervisor's version of the grievance and decision will then be submitted, also in writing. The Executive Director will, in a timely fashion, confer with the employee, the supervisor, and any other members of management considered appropriate; investigate the issues; and communicate a decision in writing to all the parties involved.

Final decisions on grievances will not be precedent-setting or binding on future grievances unless they are officially stated as Youth Dynamics' policy. When appropriate, the decisions will be retroactive to the date of the employee's original grievance.

Information concerning an employee grievance is to be held in strict confidence. Documentation of meetings, etc. should be placed in an employee's personnel file. Supervisors and other members of management who investigate a grievance are to discuss it only with those individuals who have a need to know about it or who are needed to supply necessary background information.

If a grievance involves the Executive Director, then it is permissible to approach the board of directors.

Arbitration of Disputes

Youth Dynamics and its employees, as Christians, believe that the Bible commands them to make every effort to live at peace and to resolve disputes with each other in private or within the Christian community in conformity with the Biblical injunctions of Matthew 5:22-24, Matthew 18:15-20, and I Corinthians 6:1-8. Therefore, Youth Dynamics and their employees agree that any controversy or claim between them arising out of the employment relationship between Youth Dynamics and one or more of their employees, or the termination of that relationship, which cannot be resolved between them, shall be settled by Biblically-based mediation and, if necessary, legally binding arbitration in accordance with the Rules of Procedure for Christian Conciliation of The Center for Conflict Resolution (626/585-9729). The mediation and, if necessary, the arbitration, shall be administered by a Christian dispute resolution agency which is a member of the Association of Christian Coalition Services.

If arbitration is required, it shall be conducted by three arbitrators. The employee or employees bringing the claim shall have the right to select one arbitrator, and Youth Dynamics shall select the second arbitrator. If the two arbitrators selected by the employee(s) and Youth Dynamics cannot agree on a neutral arbitrator, the neutral arbitrator shall be selected by the dispute resolution agency administering the arbitration.

Youth Dynamics and their employees agree that these methods shall be the sole remedy for any controversy or claim whatsoever arising out of the employment relationship between Youth Dynamics and one or more of their employees, or the termination of that relationship, including claims for violations of federal and state law and for negligent or intentional wrongful conduct. Youth Dynamics and their employees further agree that these methods shall be the sole remedy whether the claim is between an employee, or employees, and Youth Dynamics, or one or more of Youth Dynamics' Board members, officers, employees, or agents. Each expressly waives their right to file a lawsuit against one another in any civil court for such disputes, except to enforce a legally binding arbitration decision.

The terms of this arbitration agreement, however, are not intended to be a substitute for, or in any way alter, the rights and obligations of any employee and Youth Dynamics to administer and adjudicate claims which state law mandates are exclusively within the jurisdiction of the state's Worker's Compensation system.

In any proceeding brought to resolve a controversy arising out of the employment relationship between Youth Dynamics and their employees, or the termination of that relationship, each party shall, regardless of the outcome of the matter, bear their own attorney fees and costs, the fees and costs of their arbitrator, and one half of the fees and costs of the neutral arbitrator and of the dispute resolution agency.

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Lifestyle Covenant & Sexual Ethics Policy

LIFESTYLE COVENANT

As leaders in Youth Dynamics, we play a critical role in the lives of youth, and we realize our lifestyle choices matter to God and impact the relationships we seek to build with youth. We are called to live like Christ, follow God's example, and resist sexual immorality (Hebrews 13:7 and Ephesians 5:1-4). To whom much is given (a leadership role), much is expected (higher standard of living), and so we strive for a life above reproach (Titus 1:6-9). While we don't expect perfection and recognize our brokenness, we want to model Jesus in our actions and words.

As leaders, we commit to holding each other mutually accountable to our Lifestyle Covenant and Sexual Ethics Policy. Failure to follow these guidelines reasonably and consistently will be addressed, but non-compliant behaviors, unrepentant, and ongoing are of particular concern. Such individuals will not meet our qualifications for hiring or retention.

Being a part of the ministry of Youth Dynamics is not a "right"; it is a calling and privilege. Individuals genuinely called to the ministry will gladly strive to serve Christ with lives marked by holiness and godliness. The following is the Youth Dynamics Lifestyle Covenant:

1. I will pursue a life that models Jesus. (*1 Corinthians 11:1*)
2. I will encourage and uplift others with my actions and words. (*Ephesians 4:29*)
3. I will be careful of what I post on social media and remember that youth, supporters, and other partners will see it.
4. I will strive to live a life of sexual purity in both my actions and thoughts. (*1 Thessalonians 4:3-5*)
5. If I am struggling sexually, I will be transparent and seek help.
6. I will use appropriate physical contact with youth, staff, and volunteers.
7. I will support Youth Dynamics Sexual Ethics Policy when interacting with youth.

SEXUAL ETHICS POLICY

Our Posture:

1. **Humility** - We all experience personal brokenness. Because of that brokenness, we all need Jesus.
2. **Love** - God loves all people regardless of sexual orientation, personal beliefs, life choices, etc. As Christians, we must always lead with love.
3. **Truth** - Through the leading of the Holy Spirit, we must engage differences in action and thoughts with truth from Scripture, always in humility, love, and relationship.

We Believe:

1. God loves all His creation and has created each person with purpose and value. (1 John 4:10; Ephesians 2:10)
2. God creates every person in His image and treats us with love and respect. (Genesis 1-2)
3. All individuals are sinful by nature and experience sexual brokenness. (Genesis 3; Romans 5:12)
4. A traditional Christian view of marriage is an institution created by God between one man and one woman. (Genesis 2:24)
5. Marriage is the only union created by God designed for sexual relations. (1 Corinthians 6)

We welcome Christians from various backgrounds and denominations. As we interact with youth and other constituents (donors, partners, etc.), we realize that sexual brokenness is everywhere. Sexual brokenness includes, but is not limited to, non-marital sexual relationships (including same-sex relationships), pornography use, sexual objectification or harassment, and gender dysphoria. As such, we desire consistency and unity in how we communicate with youth and these constituents. The statements above are the foundation, based on the authority of Scripture, to which Youth Dynamics staff, volunteers, and board of directors will refer and use as a guide as needed.

It is an expectation for staff members to make sure volunteers who directly work with youth are not endorsing a posture or sexual ethic that differs. Board of Directors and Advisory Committee Members must also uphold this policy.

Open dialogue and resource inquiries are encouraged. Youth Dynamics welcomes a respectful discussion.

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Training

Youth Dynamics is committed to our staff's training and professional development.

