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COVENANT YOUTH OF ALASKA

Employee Manual

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Mission, Vision, Values, and History

Mission:

CYAK serves Alaska youth and young adults through Christ-centered ministry, partnership, and discipleship, to raise mature believers who will lead the Church for generations to come.

Vision:

Vibrant and healthy communities reflecting the gospel of Christ and led by people God has transformed.

Values:

Native Leadership Development Cross Cultural Ministry Local Church Collaboration / Synergy
Healthy Relationships in Community Discipleship & Evangelism Fun!

History:

In 1992 The Evangelical Covenant Church of Alaska (now Alaska Conference) launched a youth and children's ministry department of ECCAK to help the Alaska Covenant churches have a coordinated effort for children and youth. In 1995 the ECCAK department focused on youth and young adult ministry and took on the name Covenant Youth of Alaska. In 2008, ECCAK initiated the incorporation of Covenant Youth of Alaska.

Today:

Covenant Youth of Alaska oversees and coordinates youth and young adult ministry for the Alaska Conference of the Evangelical Covenant Church. In addition, CYAK works in collaboration with non-Covenant churches and ministries. CYAK has a special, but not exclusive, emphasis and ministry focus on Native youth and young adult ministry.

Beliefs and Affirmations Evangelical Covenant Church

Covenant Youth of Alaska - as a ministry of the Alaska Conference- is part of the Evangelical Covenant Church, which was founded in 1885 by Swedish immigrants. United in mission, CYAK serves in agreement with the [Beliefs and Affirmations of the ECC](#):

We are an Apostolic church: We confess the historic faith of the apostles. We believe in Jesus Christ the Son of God, our Savior and Lord. We accept the Holy Scriptures, the Old and New Testaments, as “the Word of God and the only perfect rule for faith, doctrine and conduct.”

We are a catholic church: We see ourselves to be part of the universal church that began with Jesus’ followers and continues on today.

We are a Reformation church: We stand in the mainstream of the 16th century Protestant Reformation movement which emphasized salvation by grace alone through faith alone.

We are an Evangelical church: We were grown out of the religious awakenings that touched Europe and North America in the 19th century. This classical Christian heritage had characterized us with a passion for mission, an emphasis on biblical authority, the necessity of new birth, and the advancement of benevolence and justice.

The Covenant affirms a number of evangelical emphases as central:

THE CENTRALITY OF THE WORD OF GOD
THE NECESSITY OF THE NEW BIRTH
COMMITMENT TO THE WHOLE MISSION OF THE CHURCH
THE CHURCH AS A FELLOWSHIP OF BELIEVERS
A CONSCIOUS DEPENDENCE ON THE HOLY SPIRIT
THE REALITY OF FREEDOM IN CHRIST

For more information about the Covenant Affirmations, please visit <https://covchurch.org/who-we-are/beliefs/affirmations/>

Ethical Principles of Covenant Ministers

CYAK also expects staff to live by the [*Ethical Principles of Covenant Ministers*](#) published by the ECC:

Principle 1 – Ministerial Competence and Excellence

Principle 2 – The Integrity of the Ministerial Relationship

Principle 3 – Preserving Boundaries in the Ministerial Relationship

Principle 4 – Relationship to the Community and the Wider Church

Principle 5 – Confidentiality in Relationships

Principle 6 – Relationship to Colleagues

Principle 7 – Relationship to the place of Ministry I Serve

For more information about each principle, please visit

<https://covchurch.org/resources/ethical-principles/>

Ministry Introduction and Context Ministries of CYAK

Local Youth Support:

CYAK places youth workers in local Covenant churches around the state, as well as works to support and equip those already working with young people in communities throughout Alaska.

Regional Youth Events:

CYAK coordinates weekend retreats for students to gather for fellowship and learning. Fall Blast retreats are for Sr High and Jr High students from Western Alaska to gather together at Covenant church sites. The High School Road System Retreat serves youth ministries on the road system in the fall. The Young Adult Retreat is bi-annual retreat for young adults.

Aarigaa Young Adult Ministry:

CYAK's Arigaa ministry is done in partnership with local churches to reach out and disciple young adults generally between the ages of 18-25.

- Aarigaa – Anchorage (Campus nearby: University of Alaska – Anchorage)
- Aarigaa – Fairbanks (Campus nearby: University of Alaska – Fairbanks)
- Aarigaa - Mat-Su (Campus nearby: Mat-Su College - Wasilla/Palmer)
- Aarigaa House - Anchorage (Housing for Anchorage based, college-aged young adults to live off campus in intentional Christian community)

Western Alaska Youth Worker Trainings:

Regional training retreats for people working with youth throughout the state. The trainings are weekends filled with fellowship, learning, and encouragement for those working with young people.

CYAK Alaska Ministry Internships:

Done in collaboration with local churches and other ministries, these internships are geared toward Alaska Native emerging leaders. The internships provide hands-on ministry training experience with guided mentoring and coaching.

Covenant Bible Camp: CBC is a ministry of CYAK, and is a camp located on the North River 10 miles from Unalakleet, Alaska. Camp runs from the end of May to the end of June, and provides weeklong, Christ-centered camp experiences for students from 3rd grade through college.

Partner Ministries:

Alaska Christian College: A Christian college in Soldotna with a vision to empower its students to transform every Alaskan community through Christ, and with a mission to prepare young people for a whole-life discipleship.

Amundsen Educational Center: A vocational training school in Soldotna that provides education in a Christian community specifically geared for students from rural Alaska.

Employment & Staff Expectations

Equal Employment Opportunity:

Covenant Youth of Alaska is an equal opportunity employer: we do not discriminate on the basis of race, ethnicity, age, sex, disability, marital status, or background. According to the Equal Employment Opportunity Commission regulations, Covenant Youth of Alaska, as a religious organization, reserves the right to hire individuals in accordance with a commitment to the Christian faith.

Roles & Responsibilities:

Each staff member is accountable to a supervisor. Supervisors are expected to meet weekly with each of their supervisees, and should follow the guidelines outlined in the CYAK Supervisor Guide.

At the time of hire, each staff member is given a job description specific to his or her role. This is a brief, general description of their roles and responsibilities, and serves as a guide for both the staff member and their supervisor. The scope of a staff member's responsibilities may change throughout their employment with CYAK - their job description will be updated to reflect any changes that take place. Depending on their area of ministry, other duties and projects will be assigned by a staff member's supervisor. If a staff member is invited to participate in projects outside of their job description, their supervisor's approval is required.

Full Time Employee Expectations:

Full time employees are expected to work 30-40 hours per week on average. Full time staff members will receive salary based on CYAK's compensation policies.

Full time staff are required to attend both CYAK Team Trainings each year and are encouraged (but not required) to attend at least one additional conference, event, or continuing education class per year. Special exceptions may be taken into consideration upon request with approval of the Supervisor. All staff members are expected to participate in the bi-weekly CYAK Team Meeting via video conference. If a staff member must be absent, they should request an excused absence from their supervisor beforehand.

Part Time Employees and Intern Expectations:

Part time interns and part time employees are expected to work between 10-30 hours, as outlined in their Employee Agreement/Contract. Expected hours and work schedule will be determined in advance. Part time staff members will be paid on an hourly basis according to the CYAK hourly compensation policies and will be expected to submit a timesheet. All staff members are expected to participate in the bi-weekly CYAK Team Meeting via video conference unless other arrangements have been made with the supervisor. Part time employees are required to attend both CYAK Team Trainings each year unless an exemption has been made. Interns are strongly encouraged, but not required to attend both CYAK Team Trainings each year. All part time staff are encouraged but not required to attend additional conferences, events, or continuing education classes.

New Part Time and Full Time Employees Expectations:

All new employees are required to attend Journey to Mosaic within a year of their date of hire. After attending J2M, the employee will be expected to share a summary of what impacted them the most from the experience during the next CYAK Team Meeting.

Work Schedule:

Due to the nature of relational ministry, CYAK has adopted a flexible work schedule for its employees. The CYAK Office hours are Monday - Friday, 9am - 5pm. Administrative staff work within these parameters with some exceptions. Youth and Young Adult ministry staff will regularly work evenings to spend time with students, and may be required to choose alternate "weekend days" if their roles required working on Saturday and Sunday. All staff members will occasionally be required to work weekends for events. All staff members should have their work schedules predetermined and approved by their supervisor as much as is possible. Staff members are expected to be on time, and to communicate with their supervisor ahead of time if there will be changes in their work hours. All part time employees and interns are required to track hours worked each week using the [Hourly Time Sheet](#). Some full time staff may be asked to track hours as well.

Communication Expectations:

Regardless of their role, all staff members are expected to be reasonably accessible via phone and email. Staff members should commit specific times throughout the workweek to communication, and should reply to an email or phone message within 3 workdays of receiving them. If a staff member will be out of town or unable to respond to phone calls or email for more than 3 work days, they should set up an automated vacation response on their email.

Staff Assessments:

All staff members will participate in and receive both an annual self-assessment and supervisor assessment to be implemented by their supervisor. The CYAK office will provide the assessment tool.

Principles and Lifestyle:

Staff members of Covenant Youth of Alaska should demonstrate a growing Christian life by modeling a Christ-like spirit and representing the Gospel in both their words and actions. This means that staff members will treat all other people with dignity, gentleness, and courtesy. Staff members will show good judgment, professionalism, and emotional maturity, and behave with biblically rooted conduct in all areas of their life. As ministry workers, staff members represent not only Covenant Youth of Alaska, but also the Gospel of Christ. Our work with young people puts each of us in a unique position: students and communities look to us as role models. Please be mindful of your words and actions, as you are working with young people who are vulnerable and malleable. The guidelines below are not an exhaustive list on appropriate behavior: staff members should read and adhere to the [Evangelical Covenant Church's Ethical Principles for Ministers](#) for a more complete code of conduct.

Faith Journey:

We expect all staff members to be actively living out their faith journey through consistent prayer, study of scripture, fellowship, and participation in the life of a local church body.

Drugs & Alcohol:

Staff members will not teach, condone, or personally use illegal drugs or marijuana. Staff members will follow local laws in regards to alcohol, including tribal laws in the community in which they work. Staff members will not consume alcohol during work hours, on CYAK premises, in the presence of students, or at CYAK events.

Given the scope and the damaging impacts that alcohol has had on so many people and

communities in this ministry context, many of our staff have chosen to abstain completely from alcohol where the local laws allow. Others have chosen to use alcohol in careful moderation. Regardless of what your personal convictions are, we do ask our staff to be extremely sensitive and mindful in the ways that they treat and/or drink alcohol around others, by following the example of Romans 14:13-21 that exhorts us to not cause others to stumble.

Please be prayerful, perceptive and conscientious as you consider your personal practices.

Sexual Morality:

Covenant Youth of Alaska, as a ministry of the Evangelical Covenant Church, regards celibacy in singleness and faithfulness in heterosexual marriage to be the standard for all staff members. Staff are expected to represent this standard in their teaching and lifestyle.

Norms:

Because Alaska is such a big state, a reality of our team is that we are rarely all together more than one or two times a year. Therefore, it is hard to grasp how the team functions right away. It could take an entire year to meet every staff member, and even longer to meet our wider network of partners and volunteers who are essential to who CYAK is. That being said, CYAK is made up of a diverse and gifted group of people - ranging from young people who have been on board for only a few years, to leaders who have grown up in the Alaska church, to people who have been committed to this ministry from it's beginning. It is a group that values fun, inter-cultural ministry, and working together to reach youth and young adults.

In how we relate to one another as a staff team, and a Body of Christ, we will follow these team norms:

Relational Covenants:

- We will believe the best in each other (the opposite would be assuming malice).
- We aim to be honest and authentic with one another. We will love one another as we are; with nothing to prove and nothing to lose.
- We seek to be an environment rich in grace and acceptance while we share truth with one another.
- We will be quick to listen, slow to speak, and slow to become angry. We will choose listening over caustic anger.
- We believe in the mutual benefit of being a team, we are better together. We can disagree without rancor, recognizing that no one has the corner on truth and there is always more we can learn.
- We will take the time and go the extra mile to address conflict in a straight forward, calm manner and seek understanding on the other side.
- We will take individual responsibility to address conflict that needs resolution. (I can trust that if someone has a problem concerning me, they will talk with me about it).
- We will each take responsibility for peace and unity, while also recognizing it is not our responsibility alone. We will individually be responsible to affirm and restore relationship after tense conversations (call the next day to re-affirm)
- Forgiveness is a mark of Christ among us; as forgiven people, we will choose to forgive one another.

- God gives us leaders as a gift; we will pray for them and extend to them honor and trust.

Team Working Norms:

- Because this is the Lord’s work, we will be determined to pray, so that we are in step with Him.
- We manage with excellence: clear expectations, preparation, and responsible to follow through on time.
- We are mindful of cultural differences in processing information. We will be other centered in our meeting style (letting one another finish speaking, allow for silence, allow elders to speak first [when appropriate]).
- We will respect our partner organizations and churches.
- Silence is equal to agreement (ask for more time if needed).
- We will speak with one voice (“we decided” etc.).

Vacation and Leave Policy

Sabbath:

Taking time off for Sabbath and rejuvenation is required. Staff are required to take at least 1 full day off per week. As CYAK requires some travel and weekend commitments, weekly schedules may change including the scheduling of days off. A Sabbath day is also mandatory following a retreat or ministry event.

Vacation:

Full time interns/staff in their first calendar year with CYAK may take up to 2 work weeks per year of vacation time. Full time interns/staff in subsequent years may take up to 4 work weeks per year of vacation time. No more than 2 weeks of vacation may be taken at any one given time, and unused vacation cannot accrue year to year. Special exceptions may be taken into consideration upon request with approval of supervisor.

Part time interns/staff may receive vacation upon request with approval of director.

All vacation requests must be submitted in writing for approval to supervisor and at least 3 weeks in advance.

Block out dates for vacation includes time when staff members are required to be in attendance for ministry events (Bible Camp, retreats, required meetings etc). For college ministries, block out dates for vacation include the weeks surrounding the beginning or ending of a semester. Also, no vacation may be taken the week prior to any CYAK event that staff and intern members hold responsibility for.

Holidays:

In the event that a staff member is required to work one of these holidays due to their role in the local church, they may take the day after off instead. Holidays do not accrue.

- | | |
|--------------------------|--------------------------------------|
| ● New Year’s Day | ● Labor Day |
| ● Martin Luther King Day | ● Indigenous People’s Day |
| ● Easter Sunday | ● Thanksgiving plus the Friday after |

- Independence Day
- Christmas Day, plus one day before or after

Support Raising:

Full time staff in their first year may take up to 1 week per year for support raising. Full time staff in subsequent years may take up to 2 weeks per year for support raising.

Subsistence Days:

Full time interns/staff may take up to 5 days per year for subsistence activities.

Sick Leave:

Sick leave needs to be approved by a staff member’s local director.

Moving Leave:

A staff member moving to a new ministry role in a different location is allowed up to one week of moving and settling-in time. Time off should be cleared with the new supervisor and coach in advance.

Sabbatical Leave:

Staff members who have worked with CYAK for five years are eligible to take a paid sabbatical leave up to 6 weeks, and every five years thereafter. A sabbatical leave is intended for personal and spiritual renewal. In each case, the scheduling of the leave must be pre-approved by the Executive Director and the staff member’s supervisor at least 6 months in advance. The staff member is required to submit a written sabbatical plan for approval by their supervisor prior to the leave, outlining goals and actions needed to meet desired outcomes throughout the sabbatical time. Unused sabbatical leave does not accumulate.

Family and Medical Leave:

Staff members who have completed at least one year of employment with CYAK will be eligible for the following provisions:

Paid leave up to 3 weeks, and unpaid leave up to 3 additional weeks (totaling 6 weeks) per calendar year can be used under the following circumstances:

- 1) Birth of a child within the prior twelve months (*See maternity leave below)
- 2) Adoption of a child within the prior twelve months.
- 3) A serious personal health condition that renders the Staff Member unable to perform his/her duties.
- 4) Care for a spouse, child or parent with a serious health condition.

The leave may be taken intermittently (parts of days or weeks) if medically necessary for the staff member, spouse, child, or parent. Staff members are expected to make a reasonable effort to schedule intermittent leave so as to not disrupt the operations of the ministry. All staff member’s benefits will be continued during their paid and unpaid leave.

A staff member is asked to request Family and Medical Leave from their direct supervisor a month in advance when possible. When a month’s notice is not possible, a staff member must give notice as soon as possible.

Maternity Leave:

Staff members are eligible for 6 weeks paid maternity leave; with an additional 6 weeks unpaid leave (totally 12 weeks) at the discretion of CYAK. All staff member's benefits will be continued during the time of paid and unpaid leave. Staff members may take leave earlier due to disability related to pregnancy, childbirth, or a related medical condition by the approval of the staff member's supervisor. A staff member should request maternity leave from their direct supervisor a month in advance when possible.

Bereavement Leave:

A Staff Member is allowed two weeks of paid leave when a death occurs within his/her immediate family. Notification of the staff member's supervisor is required.

Personal Leave:

A personal leave is unpaid and may be granted for up to twelve months to allow a staff member to accomplish something that cannot be accomplished within the confines of normal ministry duties. Personal leaves of absence require a staff member's "good faith" commitment to continued staff employment.

A request for personal leave, including the purpose for the leave and preferred dates, is to be submitted to and approved by the staff member's supervisor at least 3 months prior to beginning the leave.

Jury Duty:

Staff members are excused from ministry-related responsibilities while serving on jury duty and will receive full pay for not more than two weeks. During times of heavy workload, a staff member should seek to have jury duty postponed.

Staff Guidelines for Conflict Resolution

Conflict is inevitable in human relationships, and we believe that as members of God's family, Christ calls us to engage in the work of reconciliation. In resolving conflict, members of the CYAK team are encouraged to follow the scriptural example in Matthew 18: "If your brother sins against you go and tell him his fault, between you and him alone. If he listens to you, you have gained your brother." Matthew 18:15

In the spirit of this scripture, all CYAK staff members are asked to take the following steps in resolving conflict:

- 1) First, go to the person who has offended you and talk to them. Name your frustration, taking care to leave out accusatory or absolute words such as "You always...", etc." Discuss the issue with the person confidentially, seeking restoration of the relationship.
- 2) If talking to the person alone does not solve the issue, follow the scriptural example (Matthew 18:16) by seeking the help of a spiritually mature neutral third party. Talking to the person who has offended you with this other person can help both sides see a new perspective.
- 3) If seeking the help of a third party does not help resolve the conflict, talk to the Associate Director about the possibility of seeking professional mediation. The Executive Director will be notified.
- 4) If professional mediation does not prove effective in resolving the conflict, an arbitration process will be implemented. (1 Corinthians 6:4)

Staff Discipline Policy

As CYAK Staff Members, we will strive to live in accordance with Biblical teaching in how it relates to both church discipline and recognizing authority over us. The goals of discipline in this context are to honor God, to protect the ministry, those we serve, and the unity of the staff team, and to promote the health and wholeness of our staff members. In this way, discipline is first and foremost an opportunity for growth, not solely behavior modification. “For the moment all discipline seems painful rather than pleasant, but later it yields the peaceful fruit of righteousness to those who have been trained by it.” Hebrews 12:11

When discipline is deemed necessary, the intent of disciplinary procedures is to achieve justice and compassion for all participants involved, and to correct wrongdoing where necessary with the goal of bringing restoration. We seek for the implementation of discipline to reflect Christ-likeness in its mercy, its grace, and its forgiveness, extending care to those in the midst of a difficult period of life with reconciliation and wholeness as the ultimate goal. Restoration to fellowship with the Body of Christ within CYAK, however, does not automatically result in a reinstatement to ministry with CYAK, or a return to a position of leadership.

Grounds for Discipline:

- Holding to and/or teaching doctrines contrary to the fundamental beliefs of the Christian faith as outlined in the CYAK’s Statement of Faith and the Covenant Affirmations.
- Failure to abide by the CYAK’s expectations for staff members or other policies as outlined in the CYAK Staff Manual, as well as Ethical Principles for Ministers.
- Defiance or failure to submit to assigned authority as defined by the CYAK Organizational Chart.
- Morally unethical behavior involving sexual misconduct, violence or abuse of another.
- Dishonesty, fraud, and other misrepresentations.
- Repeated failure to perform the essential duties of assigned ministry.
- Causing dissension or division within the CYAK team.
- Judgment of guilty by a civil or criminal court of law (excluding minor traffic violations).
- Conduct not specifically listed above but which adversely affects or is otherwise detrimental to the interests of Covenant Youth of Alaska, other staff members, CYAK students, or which seriously undermines a staff member’s Christ-like witness may also result in disciplinary action up to and including termination.

A staff member may be disciplined in one of three ways:

- 1) By requiring counseling, training, or other action designed to address the specific areas that are causing difficulty, while continuing to function as a minister;
- 2) By temporary removal from ministry functions, while the situation is being assessed and while appropriate care is provided; or
- 3) By recommendation for dismissal from ministry with CYAK.

Additionally, a staff member may be brought under the care of the CYAK in one of two ways:

- 1) By requiring counseling, training, or other action designed to address the specific areas that are in need of care, while continuing to function as a minister; or
- 2) By temporary removal from ministerial functions, while the vocation of healing and restoration is being pursued.

Procedure For Discipline:

- 1) Prior to employment, potential CYAK staff members are given and expected to read through the Staff Manual, Ethical Principles for Ministers, and the Covenant Affirmations as part of the hiring process. By signing the Employee Agreement Form, a staff member indicates that they have read and stand in agreement with all three documents.
- 2) If a staff member's behavior is in violation of CYAK's positions as stated in the Staff Manual, Ethical Principles for Ministers, or the Covenant Affirmations, they are reminded of the position by their supervisor, and it is made clear that they are to make efforts to bring their conduct into alignment with CYAK. Endeavors should be made by the supervisor to hear from the staff member's point of view.
- 3) If a staff member remains in violation of CYAK's positions, an inquiry into the situation shall be initiated by the Associate Director, Executive Director and the staff member's supervisor. These leaders shall together determine the order of responsibility in pursuing the matter. They may also discern and appoint a Care Team to meet with the staff member throughout the duration of the discipline process. They may refer the issue to the Alaska Conference or the ECC Department of Ordered Ministry if additional resources are needed.
- 4) In the case of serious offense or when an issue has the potential to be detrimental to students, a staff member may be temporarily suspended from all ministry functions by the Executive Director and Associate Director, in consultation with the staff member's supervisor. After investigation, the Care Team shall determine the kind of discipline required.
- 5) In all matters involving disciplinary action, care shall be exercised to keep information confidential. Furthermore, the staff member, with a ministry colleague as an advocate when desired, shall be given opportunity to meet with the Care Team to present the matter or give their perspective.
- 6) The staff member is made aware that if they continue to fail to adhere to CYAK policies and procedures, it will result in their dismissal from ministry with CYAK. If after assessment, it is warranted by the seriousness or persistent reoccurrence of the offense, the Care Team in conjunction with the Executive Director and Associate Director shall determine that a staff member be dismissed.

- 7) The Care Team will seek appropriate ways to care for a staff member who has been dismissed. The possibility of restoration and the reinstatement of employment with CYAK may be considered by the Executive Director and Associate Director at any time.
- 8) Depending on the gravity of the situation, a staff member's violation may result in immediate termination.

Compensation & Benefits Policy

Compensation and benefits is to be determined at the onset of an employee's hiring as part of their contract. Deviations from the standard compensation (whether higher or lower) require the Executive Leadership's unanimous approval and an annual review. Staff may decline bonuses, raises, and cost of living adjustments after their base salary is set initially, though declining will not be advised.

Process for Determining Compensation Changes:

- A staff member's compensation will be evaluated for adjustment within the compensation guidelines annually by the staff member's supervisor. Once changes have been determined, the supervisor will verify any changes with the Operations Director.
- If a staff member deems that changes need to be made to compensation and/or benefits beyond this annual evaluation, a staff member should approach their supervisor who will verify any changes with the Operations Director.
- Adjustments to compensation should be made no more than two times per year, outside of unforeseen circumstances that would make it necessary.

Compensation/Benefit Guidelines & Corresponding Fundraising Standards:

Base Salary - \$3,260.80/month

Non-hub Village COLA – 25% of base salary for non-hub village staff

Hub Village COLA - 10% of base salary for hub village staff

Annual COLA – Annually IRS-determined % of base salary (0.3% for 2017)

Longevity Bonus - at the beginning of the 3rd year, there will be an evaluation of whether the staff wants to transition to Career Staff in status and in salary. The schedule is designed to coincide with Sabbatical years so that fundraising can be done before or after Sabbaticals.

Years 3-6 (Career Staff): \$1,000/month bonus (\$3,500/month total) Years 6-12: \$1,000/month bonus (\$4,500/month total) Years 12-18 base: \$1,000/month bonus (\$5,500/month total) Years

18+: \$1,000/month bonus (\$6,500/month total)

Supervisor Bonus - \$1,200 annually per employee

Further Education Bonus - \$1,000 annually for licensed or equivalent staff, \$2,000 annually for ordained or equivalent staff *see "Further Education Compensation" below

Optional Benefits / Fundraising Budget Items:

Guidestone 403(b) – up to 12.5% of base salary in Non-Elective Employer Contributions (in addition to the compensation package) - Non-credentialed staff only

Additional Elective Salary Deferral (requires a salary reduction agreement) - up to the legal amount per year (\$18,000 for 2016). This option designates a portion of the base salary to go toward the 403(b). Open to both non-credentialed and credentialed staff.

Please contact the CYAK Office for additional information on Guidestone 403(b) retirement plans.

Dental Insurance (taxable income - *See under Health Ins below) – 100%

Life Insurance (taxable income - *See under Health Ins below) – 100% up to \$100/month

Required Benefits / Fundraising Budget Items:

Housing (Taxable income for non-credentialed staff, non-taxable for credentialed staff)– 100%, up to \$1,500/month on top of base salary

- Housing here is not referring to the IRS provisions for clergy that designates a portion of income as non-taxable (see below) - but rather to an additional amount added to a staff member's base salary (gross) that covers their housing expenses (rent or mortgage) up to \$1,500/month. Both credentialed and non-credentialed staff are eligible for this addition to compensation.
- Housing allowance for Clergy: This is not referring to the compensation added to a staff member's base salary to cover housing expenses (see above) - but rather the tax benefit available to Covenant-credentialed (licensed or ordained) staff. All credentialed ministers of the Evangelical Covenant Church are eligible to receive minister's housing allowance per IRS regulations (under Section 107 of the Internal Revenue Code). This designates a portion of a credentialed minister's compensation that they do not pay income taxes on - that amount represents the sum that ministers pay for housing expenses which can include mortgage payments, utilities, repairs, insurance, rent, etc (see IRS regulations for specifics, or the ECC's "Financial Guidelines for Pastors and Missionaries" resource in Google Drive). This sum is determined by the staff member based on their housing expenses, and the staff member is then accountable to the IRS for the amount they claim. This tax benefit does not cost CYAK anything - it simply represents a re-designation of part of a minister's salary as a housing allowance. Housing allowance must be an official action of the CYAK Board, and noted in the minutes. Housing allowances must be designated for a calendar year and cannot be designated retroactively. Please contact the CYAK Office for more information on this tax benefit.
- Health Insurance (taxable income unless through CYAK's insurance plan) –100%
- Life, Dental, and Health Insurance: Under the Affordable Care Act, CYAK is unable to reimburse medical expenses including health, dental, or life insurance premiums as of January 2015.

Staff members may choose to participate in the Covenant's group insurance plan through Bethany Benefit Service (health, dental, and life insurance all available) - which in case the cost of insurance premiums may be paid directly by CYAK out of the staff member's raised funds. Staff members are also welcome to opt out of CYAK's health insurance plan and shop around for insurance that more closely meets their needs. All other insurance coverage must be taxable income as part of a staff member's gross salary. Please contact the CYAK Office for additional

information on Bethany Benefit Service or with other insurance questions.

Ministry Expenses – \$3,000 for years 1-2, \$4,000 for years 3+

All staff members will have a line item in their support budget to cover ministry and travel expenses associated with their particular focus and location. *See Ministry Expense Reimbursement Guidelines for a more specific breakdown of these costs and process for reimbursement

Continuing Education – \$600 annually

Staff members should raise \$600 annually to be used toward continuing education costs specific to their ministry that they may want to pursue during their employment with CYAK. This amount accrues year to year until it is needed.

Counseling - \$500 annually

Staff members should raise \$500 annually to be used toward counseling services during their employment with CYAK. This can be used per the discretion of the staff member for counseling specific to ministry, marriage, parenting, careers, and/or any other personal reasons. This amount accrues year to year until it is needed. Like insurance costs, counseling expenses are considered taxable income.

Pension (for credentialed staff) – 12.5% of base salary

All staff members who are credentialed in the Evangelical Covenant Church are required to participate in the Covenant Pension Plan. Please contact the CYAK Office for additional information regarding pension.

Moving Expenses – 100%

See Ministry Expense Reimbursement Guidelines.

Rural Medical Transport Insurance - 100%

Staff members residing in rural Alaska are required to raise funds associated with rural medical evacuation insurance. Other staff who do not reside in rural Alaska are encouraged to also secure this insurance.

- LifeMed Alaska - \$49/year (2017), services villages in the YK Delta, Southeast Alaska, and Road System
- Apollo MT by Guardian Flight - \$125/year (2017), services statewide
- Taxes – 1/2 of Self-employment (SECA) taxes – 7.65 % of all taxable income or Employer’s portion of FICA – 7.65% of all taxable income (6.2% Social Security 1.45% Medicaid)
Please contact the CYAK office for additional information and process regarding this.
- Administrative fee – 5% of all other compensation
- All CYAK workers will contribute 5% of received support towards the Mission Fund of CYAK to help cover administrative costs, including Covenant Giving and bookkeeping fees.
- Further Education Compensation Licensure/Ordination Comparables:
- Level 1 - Certifications, 4-8 classes (on a case-by case basis along with some guidelines)
Examples: Licensure with the ECC, SHRM (HR), CFRE (Development) Monetary Compensation: \$1,000 added to annual base salary

Level 2 - Continued Ed. resulting in ordination/ relevant Master’s Degree Examples: Ordination,

Masters in Human Resources, Master in Nonprofit Business, etc. Monetary Compensation: \$2,000 added to annual base salary

Each level within a role should be discussed with a supervisor to determine the requirements needed to achieve the specified compensation. Below are three examples of appropriate level requirements for a Minister, HR Director/Manager, and Development Director/Manager. Other roles where this scale may be appropriate include: communications, operations, conflict resolution, accounting, professional coaching, strategic planning, nonprofit management, counseling.

Example A: 'Direct' Ministry (example role: Youth Pastor) Level 1: ECC Licensure Level 2: Ordination

Example B: Human Resources (example role: Operations/HR Director) Level 1: Certification program in HR, SHRM Certification (Society for Human Resources Management).

Level 2: Masters in Human Resource Management

Example C: Fund Development (example role: Development Director) Level 1: CFRE (Certified Fundraising Executive Program) through AFP (Association of Fundraising Profes) Level 2: Masters in Fund Development/ Nonprofit Business Management

***While there are only two continued education levels for further compensation, CYAK encourages its staff to pursue other stand-alone trainings and seminars in their field. Some examples of those trainings are: Western Alaska Ministry Trainings, Midwinter classes, appropriate Foraker classes, appropriate conferences, etc. These trainings can be reimbursed from a staff person's raised funds as part of their annual \$600 'continued education allowance'.*

Payroll:

CYAK issues paychecks twice a month: on the fifteenth and last day of every month, unless that day falls on a weekend or holiday, in which case paychecks will be received the previous business day.

- Before you are paid, it is essential that you file a W-4 with your most updated information. You can send this to cory@cyak.org, or CYAK ATTN: Cory, PO Box 203356, Anchorage, AK 99520. Please keep in mind that anytime there are changes to you information, such as name or address, you must file a new W-4.
- The bookkeeper will be emailing your paystub after each pay period. The access code for this document is the first four letters of your last name, and the last four numbers of your social security number, no spaces or capital letters. Please do not contact the bookkeeper with questions about your paycheck or paystub. These questions can be directed to the Operations Director.

Funding & Donor Care

All funds given to CYAK, whether to the mission fund or youth worker funds, will be utilized to support the CYAK mission. Money raised by CYAK staff should not be referenced or considered as personal money. Though we do honor the wishes of donors in how gifts should be used for a specific staff member - any funds raised by staff are the property of CYAK and for the purpose of the ministry. Once a person ends their time with CYAK, any excess funding will be reallocated to continue to accomplish the mission of CYAK.

Because CYAK is classified as a 501c3 non-profit organization, there are IRS regulations that we are required to follow when handling funds. In order for charitable gifts to be tax-deductible for donors, the gifts must be given unconditionally - with no expectation of a refund or that the gift be used for the exclusive use of a staff member. As a result, we are unable to refund donations, like any other 501c3 organization.

Donor Responsibility

It is a staff member's responsibility to be the primary source of contact with their individual donors. This includes updating donors and supporting churches of the staff member's ministry status and goings-on, prayer needs, and financial needs. We ask our staff to update their donors through a newsletter (e news or mailed) format regularly - at least 4 times per year, although monthly is ideal. In addition, we ask staff to send their newsletters to Communications Director (hannah@cyak.org) and Development Director (david@cyak.org) in an effort to capture relevant stories for the team's encouragement as well as help with fresh ideas and suggestions for the newsletter.

*If a staff member is an Indigenous Leader, please see attachment "Indigenous Leader Fund" for additional information about participating in the Indigenous Leader Fund.

Donors should be notified that all checks should be made payable to Covenant Youth of Alaska, and that a staff member's name should not appear anywhere on the check (due to IRS regulations). A separate document or sticky note indicating "Suggested donation: [Staff Member's Name]" can indicate that the funding be used for that staff member.

When a staff member goes off CYAK staff - it is their responsibility to notify donors and supporting churches. Donors must be notified of a staff member's timeline for leaving, as well as methods for ceasing donations if that is the donors wish. When you are transitioning off CYAK staff, please follow this protocol:

- 1) Notify donors of your transition at least a month in advance when possible.
- 2) In the spirit of continuing the work of ministering to Alaskan youth even after your role has ended, consider encouraging your donors to continue giving to the ministry of CYAK if they are able. Donors should be informed that if it is their choice to continue giving, all funds will be gratefully allocated to the Mission Fund - used to cover statewide ministry to youth and young adults.
- 3) If it is the donor's wish to cease giving, please communicate with them that if they are signed up with online gifts via Covenant Giving, we are unable to cancel or make any

changes to donations from our end. Donors can either log on to their account on the Covenant Giving website to make changes or call their customer service number at (888) 606-5762.

- 4) Take time to thank your donors for their partnership in ministry and significant role in reaching Alaskan youth and young adults.

Insufficient Funding

Although we hope and pray every staff member's funds stay at a healthy and positive level, in rare cases, a staff fund may near a zero balance and trend toward a negative balance. We encourage staff to regularly check their fund balance and increase fundraising efforts well before a zero balance. Each staff is asked to keep a 3-6 month buffer of funds in their staff account.

If a staff member's funds reach a 2 month balance:

1. The staff member will be assigned a fundraising coach and will be required to meet with them weekly until a 3-6 month buffer is reached.

If a staff member's funds reach a zero balance:

2. Reimbursements that normally are paid from staff funds will cease until the fund reaches a 2 month balance.
3. Pay will cease or be modified until the staff fund reaches a 2 month balance.
4. The staff member will continue to meet with a fundraising coach until a 3-6 month buffer is reached.

If a staff member's funds reach -\$3,000 balance:

1. Payment of Bethany Benefits and/or pension or other retirement will cease until the fund reaches above a zero balance.
2. The staff member will continue to meet with a fundraising coach until a 3-6 month buffer is reached.
3. If improvement is not made within a year, the staff member will meet with supervisor and Executive Director to discuss the feasibility of staying on staff vs. other opportunities.

Ministry Expense Reimbursement Guidelines

CYAK Staff are compensated for expenses related to ministry through reimbursement. A good rule of thumb when deciding whether or not something is reimbursable is, “would you be spending money on this if your job didn’t require it of you?”

- 1) **Staff Fund:** Reimbursements from Staff Funds come out of what an individual has fundraised, and are expenses that are specific to their ministry site. We suggest staff have 3k per year in their fundraising budget for this purpose, however, some ministry locations and/or positions may require more or less to be raised. Items available for reimbursement from staff funds should be consumable (*see note). Common reimbursable items from staff-raised funds include: youth group supplies, registration costs for retreats or trainings, travel expenses related to work, and expenses from meeting with a student. See below for a more thorough breakdown of reimbursable expenses:
 - a) * Note: According to the IRS, non-consumable objects that are reimbursed are the property of CYAK if they are to be tax-deductible. These are called Ministry Gifts. Examples of non-consumable objects are gear, computers, vehicles, etc. Donors should be made aware that Personal Gifts - gifts given to you personally by a donor and owned by you (not through reimbursement) - are not tax-deductible.
- 2) **Travel Expenses:** Ministry expenses are inclusive of travel costs when attending a conference, meeting, or other ministry-related events, and are reimbursable through a staff member’s funds. This includes plane tickets, lodging, and registration costs. CYAK also offers meal expense reimbursement during ministry travel up to \$40 per day.
 - a) CYAK is not able to reimburse travel expenses for staff member’s family members should they choose to attend the event. Staff may request additional salary from staff raised funds in order to cover family members’ travel expenses.
 - b) If a staff member needs travel assistance (plane tickets or gas if driving only, not for rental car, hotel, food, etc), they are invited to fill out the “[Staff/Volunteer Scholarship Form](#)” located in the staff shared drive.
 - c) CYAK general fund will cover plane travel for CYAK staff living and serving off the road system in rural Alaska only for required CYAK team trainings and retreats (usually 2/year).
- 3) **Moving Expenses:** Costs associated with moving to a specific different ministry site (not moving to another home while serving at the same ministry site) can be reimbursed, including travel and shipping costs.
- 4) **Event or Continuing Education Expenses:** Staff members may reimburse registration/tuition expenses associated with conferences, trainings, meetings, and continuing education pertaining to their role. These expenses should be approved by a staff member’s supervisor prior to registration and/or attendance. (See Travel Expenses above). Each staff member should raise at least \$600 annually to be used toward training and continuing education during their employment with CYAK (see compensation guidelines above).
 - a) All retreat and conference fees will be reimbursed from staff raised funds.
 - b) Staff have the option of internally transferring CYAK retreat fees (Fall Blast, Young Adult Retreat, CYAK Team Trainings). If a staff member does not pay for a CYAK

- sponsored retreat or meeting when registering, CYAK will automatically transfer the fee internally.
- c) Staff may also request a scholarship for CYAK event registration fees using the [“Staff/Volunteer Scholarship Form”](#).
- 5) Ministry Program Expenses: Costs such as food or supplies for a group gathering, expenses from meeting with students or ministry partners (restaurant or coffee shop expenses, parking tickets, etc), ministry gas (fuel used for ministry outside of a staff member’s regular commute to and from work), student leadership development expenses, or resource material. These expenses will be reimbursed from staff raised funds.
- 6) Fundraising Expenses: Staff members may reimburse expenses associated with initial and on-going funds development, including newsletter costs and donor care, expenses related to meeting with donors, and travel expenses for fundraising trips (See Travel Expenses above). These expenses also are reimbursed from staff raised funds.
- 7) Telephone Expenses: Staff members may reimburse cell phone expenses from staff funds associated with ministry use, up to 50% of the total cell phone bill.
- 8) Life, Dental, and Health Insurance: Under the Affordable Care Act, CYAK is unable to reimburse medical expenses including health, dental, or life insurance premiums as of January 2015. *See Compensation & Benefits above
- 9) Counseling: Staff members should raise \$500 annually to be used toward counseling services during their employment with CYAK. This can be used per the discretion of the staff member for counseling specific to ministry, marriage, parenting, careers, and/or any other personal reasons. Like insurance costs, counseling expenses are considered taxable income and will be included as extra pay when requested by staff member.
- 10) Mission Fund: Reimbursements from the Mission Fund are for items that are critical to the general operations of CYAK, including supplies for a CYAK retreat, statewide office supplies, or supplies & equipment for Bible Camp. Reimbursements from the Mission Fund must be cleared by a staff member’s supervisor.
- 11) Process: Staff member compiles all receipts and uploads them into Expensify or fills out a Reimbursement Request Form accordingly. The form can be found in the CYAK Staff Google Drive folder. Please make every effort to reimburse receipts within 60 days of the purchase date. If a receipt exceeds 1 year from date of purchase, it will not be reimbursed and will be added to staff member’s paycheck and considered taxable.
- a) Staff member sends all receipts and a completed form to the CYAK Office via one of the following ways:
- i) Snail Mail: CYAK, PO Box 203356, Anchorage, AK 99520
 - ii) Scan and Email as an attachment: info@cyak.org Note: Please send both form and receipt via one method per request, please.
 - iii) Uploaded, coded and report sent using Expensify.
 - iv) Reimbursement check will be sent to the address you submitted on the form. Please allow for a turn-around time of two weeks for this, from the date that your request is received in the office.

Reporting Child Abuse

As youth workers, CYAK Staff Members are considered mandatory reporters for child abuse (those under the age of 18) with the state of Alaska: “[any] persons who, in the performance of their professional duties, have reasonable cause to suspect that a child has suffered harm as a result of abuse or neglect, must immediately (as soon as reasonably possible-no later than 24 hours) report that information to the nearest office of the state’s Department of Health & Social Services, Office of Children’s Services.”

The state of Alaska defines child abuse and neglect as:

- Physical injury that harms or threatens a child’s health or welfare;
- Failure to care for a child, including neglect of the necessary physical (food, shelter, clothing, and medical attention), emotional, mental and social needs;
- Sexual abuse, including molestation or incest;
- Sexual exploitation, including permitting or encouraging prostitution;
- Mental injury--An injury to the emotional well-being, or intellectual or psychological capacity of a child, as evidenced by an observable and substantial impairment in the child’s ability to function in a developmentally appropriate manner; or
- Maltreatment--A child has suffered substantial harm as a result of child abuse or neglect due to an act or omission not necessarily committed by the child’s parent, custodian or guardian.

Reporting Child Abuse and Neglect in Alaska. (2015) Retrieved from <http://dhss.alaska.gov/ocs/Pages/publications/reportingchildabuse.aspx>

How to Report Abuse in the State of Alaska:

It is not your job to determine whether a child is being abused or not, or whether a child’s story is true. Any suspicion of child abuse or neglect must be reported. Please reference the list of online resources below to guide your interactions with both the child and OCS.

If a child is in immediate danger, call 911. If you don’t believe the child to be in immediate danger, you must report with the Office of Children’s Services in your area as soon as reasonably possible. If you are unable to get ahold of the OCS representatives in your area, you can call 1-800-478-4444 or your local law enforcement agency - police, VPO/VPSO.

Important Resources Around Reporting Child Abuse:

- Signs, symptoms, and indicators that a child may be being abused: <https://www.childwelfare.gov/pubpdfs/whatiscan.pdf>
- State of Alaska mandatory reporting informational presentation: <http://dhss.alaska.gov/ocs/Pages/childrensjustice/reporting/default.aspx>
- Office of Children’s Services complete guidelines for reporting abuse: <http://dhss.alaska.gov/ocs/Pages/publications/reportingchildabuse.aspx>

- Contact information for regional OCS offices:
<http://dhss.alaska.gov/ocs/Pages/offices/default.aspx>
- Tips for talking to children when they disclose abuse:
<http://www.speakupbesafe.org/teachers/disclosure-for-teachers-and-schools.pdf>
- Article on how to pastor when you have to report child abuse:
http://jeremiahgibbs.com/2014/07/23/how-to-pastor-when-you-have-to-report-child-abuse/?utm_content=buffer330c8&utm_medium=social&utm_source=facebook.com&utm_campaign=buffer

Incident Reports

An Incident Report is used to document any accidents that happen to students while they are under the care of CYAK. There are several reasons why we fill out Incident Reports: 1.) to provide an accurate account of any incident to the parent or guardian, 2.) as a liability measure, to be used to assist with risk mitigation if need be, and 3.) for debrief and evaluation purposes of CYAK.

When should I fill out an Incident Report? An incident report should be filled out any time that something happens that requires a child to stop normal activity and/or receive first aid or medical attention. Minor scrapes and cuts do not need to be reported, however injuries that produce moderate to significant pain, mark or deformity (bruises, lacerations, abrasions, burns, swelling, broken bones), accidents that require immediate transport to a medical facility, or any bump or blow to the head are especially important to report. Additionally - any unusual or unexpected incident should be reported that puts a child in danger, whether or not the incident produces an injury. Examples of this include: when it is not clear exactly what caused a child's injury, when an incident happens while a child is left unattended, if a child is involved in a motor vehicle accident, or a child is exposed to a threatening situation.

Who should fill out an Incident Report? The staff member who is immediately responsible for the child's care (eg. Youth Leader, counselor, etc) should fill out an incident report form along with any adult witness to the incident. The report should be kept on file for future reference, and the information should be passed on the parent or guardian.

The CYAK Incident Report form can be found in the CYAK Staff Google Drive folder labeled "Legal" under "HR."