



Policies and Procedures

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APPENDICES

Chartering Documents, Forms & Guidelines

Please Note: Appendices do not go through the same formal Board approval process as GSF Policies and Procedures.

The purpose of the Appendices are to give support and provide guidelines for the policies and procedures.

- A. Operating Agreement for Neighborhood Centers, L.L.C.
- B. IRS letter of determination granting 501(c)(3)
- C. Logo Style Guide
- D. GSF Communications Guide
- E. Adult and Youth Media Release Forms
- F. Records Retention Schedule
- G. In-Kind Donation Guidelines
- H. Reimbursement Form
- I. Appointment to the Board Letter
- J. Annual Disclosure Form (for board of managers, officers, and committee members)
- K. Employee Performance Evaluation

VISION

100 Philosophy

We believe that every individual brings greatness. Key principles to unlocking individual greatness include: a growth mindset, a sense of belonging, and a sense of value. In all that we do, we strive to encourage these principles in the lives of our clients.

110 Mission and Goals

- I. Mission: Good Samaritan Foundation empowers individuals to obtain the means, skills, and education leading to employment, independence, and self-reliance.
- II. Goals
 - a. PROVIDE BASIC NECESSITIES With our organization's mission always in mind, we strive to find new strategies for ensuring that our clients basic needs are met. We provide help with:
 - i. Food, Clothing & Housing
 - ii. English & Tutoring
 - iii. Life Skills Training
 - iv. Family Counseling & Education
 - v. Child & Health Care
 - vi. Finance & Budget Training
 - vii. Beginning Employment
 - b. EDUCATION & TRAINING With this initiative, our goal is to provide the following opportunities:
 - i. Intensive English Training
 - ii. Scholarships & Grants
 - iii. On-the-job Training
 - iv. Occupational English
 - v. Work Ethic
 - vi. School Enrollment
 - c. LIVING WAGE EMPLOYMENT At Good Samaritan Neighborhood Centers, we are dedicated to stepping up our efforts in addressing this issue. We help our clients with:

- i. Interviews and Resumes
 - ii. Business Partnerships
 - iii. Job Search Skills
 - iv. Employment Agencies
 - v. Self-Employment
- d. SUCCESS THROUGH PLANNING In order to truly be successful in our efforts to help, we develop a customized self-reliance plan with each client. We enlist mentors and coaches to assist each client and we partner with other organizations to help provide any services that are required by our clients.

111 South Salt Lake Career Services Center

The mission of the South Salt Lake Career Services Center is to help refugees and others obtain the means, skills, education and employment necessary to become independent and self-sufficient. This is accomplished through the teaching and application of the Independence Cycle.

The Independence Cycle promotes individual empowerment through teaching students to explore opportunities, access resources, and create a successful pathway on the way to reaching their goals. Our students are assigned a “Success Coach” who will work as a resource and provide support during the students’ journey to achieve independence.

113 Rose Park Neighborhood Center

Family Neighborhood Centers seek to provide a full range of critical services to our clients in a location as close as possible to their homes. Services may include: employment support, walk-in services, ESL with child care, citizenship class, medical and vision clinic, mobile food pantry, and more.

120 Distinction between Good Samaritan Foundation and Neighborhood Centers/Use of Logo

On the website and in literature and publications, Neighborhood Centers should be identified as an affiliate of the Good Samaritan Foundation. This distinction is not necessary on more

common documents being used. Staff and volunteers should closely follow the direction found in the current Style Guide when using the logo (see Appendix).

130 Internal and External Communications

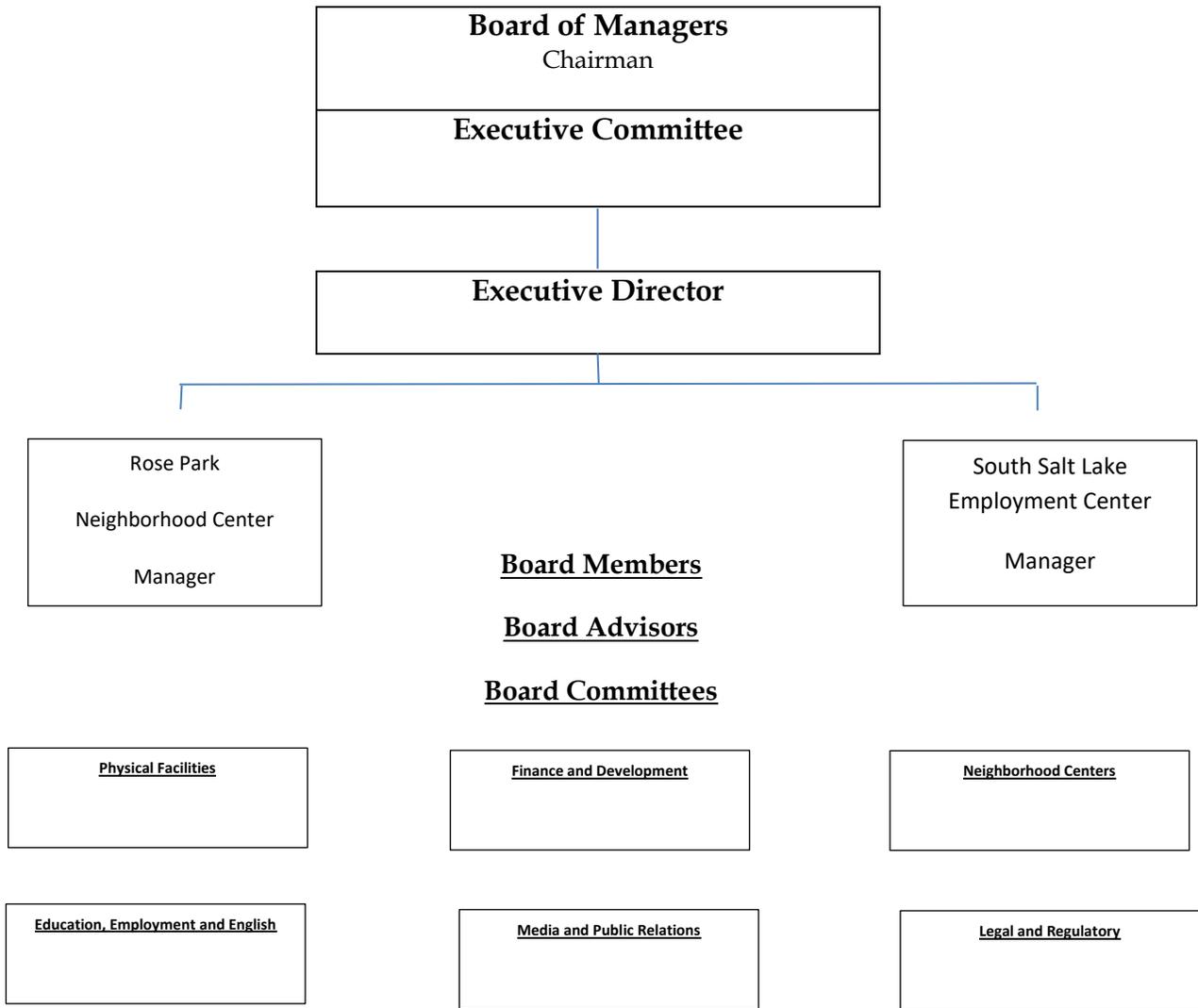
As Good Samaritan Foundation seeks to “fill the gap” in partnership with other local providers in identifying effective strategies through Neighborhood Centers focused on local refugee and others’ needs, it is important that our language, communications, visuals, and other external and internal communications are consistent. Staff and volunteers should closely follow the direction found in the current “GSF Communications Guide” (see Appendix).

140 History of Good Samaritan Foundation and Neighborhood Centers of Utah

Good Samaritan Foundation is an organization co-founded by Jim Woodward and Tom Lloyd. Jim and Tom have been successful in their professions and desire to "give back" to the community, particularly helping refugees and others in need. The Good Samaritan Foundation has been in operation since December 2007 providing goods and services to refugees.

Neighborhood Centers, LLC is an organization sponsored by Good Samaritan that will establish facilities in locations with a substantial number of refugees. The purpose of Neighborhood Centers, LLC is to provide a gathering place where individuals can access resources to meet their basic needs such as food, clothing and shelter and obtain training and education leading to a living wage. The mission of Neighborhood Centers, LLC is to help individuals gain independence and self-reliance and be a contributing member of society.

150 Organization Chart



160 New and Revised Policies and Procedures

- I. Development
 - a. Need for new or revised policy can be suggested by any member of the organization.
 - b. The Executive Director is responsible for assigning the research and writing of proposed new or revised policy and procedure.

- II. Approval
 - a. When there is a draft of a new or revised policy, it is presented to the Board of Managers for approval.
 - b. When presented with a proposed policy or procedure, the Board may:
 - i. Consult stakeholders who would be affected (Board committees, employees, volunteers, etc.)
 - ii. Make revisions
 - iii. Send the draft back to its creators with instructions for how it could be revised
 - c. Before approval, the Board shall consider legal and financial ramifications.

- III. Annual Review
 - a. Purposes:
 - i. update policies and procedures to comply with new laws and/or circumstances and
 - ii. assess organizational compliance with existing policies and procedures
 - b. The annual review is conducted by the Executive Director.

- IV. Communication
 - a. The Executive Director is responsible for clearly communicating policies and procedures to board members, employees, and volunteers.

NON PROFIT LAWS

200 In Case of Emergency or Disaster

- I. In cases of imminent danger, the safety of individuals is foremost.
- II. Evacuation Plans and more detailed emergency instructions are found, prominently displayed, at each GSF facility.
- III. As soon as safely possible, contact the Executive Director to give details about the emergency and any injuries, and discuss next steps.

210 Freedom from Discrimination and Harassment

Good Samaritan Foundation is sensitive to the fact that many of our clients have experienced trauma and persecution in their lives. Particularly because of this, GSF is committed to creating an environment in which all individuals are treated with respect and dignity. Each individual has the right to work in an atmosphere that promotes equal opportunities and prohibits discriminatory practices, including harassment, bias, and prejudice.

- I. Freedom from Discrimination
 - a. Good Samaritan Foundation does not and shall not discriminate – on the basis of race, color, religion, gender, gender expression, age, national origin, disability, marital status, sexual orientation, or military status – in any of its activities or operations. These activities include, but are not limited to, hiring and firing of staff, selection of volunteers and vendors, and provision of services. We are committed to providing an inclusive and welcoming environment for all clients, volunteers, staff, subcontractors, and vendors.
- II. Freedom from Harassment
 - a. Examples of unlawful harassment include, but are not limited to:
 - i. Verbal conduct such as epithets, derogatory jokes or comments, slurs or unwanted sexual advances, invitations or comments.
 - ii. Visual conduct such as derogatory and/or sexually oriented posters, pornography, photography, cartoons, drawings, e-mail and faxes or gestures.
 - iii. Physical conduct such as assault, unwanted touching, blocking normal movement or interfering with work directed at an employee because of the employee's sex or other protected characteristic.

- iv. Threats and demands to submit to sexual requests in order keep one’s job or avoid some other loss, and offers of employment benefits in return for sexual favors.
 - v. Retaliation for having reported or threatened to report unlawful harassment.
- III. How to Report
 - a. Any individual who believes he or she has been harassed by a co-worker, supervisor, volunteer or client of GSF should promptly report the facts of the incident or incidents and the names of the individual(s) involved to his or her supervisor, or in the alternative, to the Executive Director.
 - b. Upon receipt of a complaint, GSF will undertake a prompt, thorough, objective and good faith investigation of the harassment allegations.
- IV. Enforcement and Discipline
 - a. If the organization determines that harassment has occurred, effective remedial action will be taken in accordance with the circumstances involved.
 - b. Employees Any employee determined by GSF to be responsible for harassment will be subject to appropriate disciplinary action, up to and including immediate termination.
 - c. Volunteers Any volunteer determined by GSF to be responsible for harassment will be subject to appropriate action, up to and including termination of work with GSF.
 - d. Other individuals Any other individual – including clients and vendors – determined by GSF to be responsible for harassment will be subject to appropriate action, up to and including termination of association with GSF.
- V. Retaliation: Employees will not be retaliated against for filing a complaint and/or assisting in a complaint or investigation process. Further, we will not tolerate or permit retaliation by supervisors, co-workers, or any other individual against any complainant or anyone assisting in a harassment investigation.

220 Whistleblowers

- I. Reporting Responsibility
 - a. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns internally so that GSF can address and correct inappropriate conduct and actions.
 - b. It is the responsibility of all board members, officers, employees and volunteers to report concerns about violations or suspected violations of law or regulations.
- II. No Retaliation

- a. There will be no retaliation against any board member, officer, employee or volunteer who in good faith reports an ethics violation, or a suspected violation of law, such as a complaint of discrimination, suspected fraud, or suspected violation of any regulation.
 - b. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment.
- III. Reporting Procedure
- a. GSF has an open door policy and suggests that employees share their questions, concerns, suggestions or complaints with their supervisor.
 - b. If you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor's response, you are encouraged to speak with the Executive Director.
 - c. **Supervisors are required to report complaints or concerns about suspected ethical and legal violations in writing to the Executive Director, who has the responsibility to investigate all reported complaints.**
- IV. Acting in Good Faith
- a. Anyone filing a complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation.
 - b. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.
- V. Confidentiality
- a. Violations or suspected violations may be submitted on a confidential basis by the complainant. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.
- VI. Handling of Reported Violations
- a. The Executive Director will notify the person who submitted a complaint and acknowledge receipt of the reported violation or suspected violation.
 - b. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

230 Confidentiality

Security and privacy of confidential information is of the utmost importance. It is the responsibility of every individual at Good Samaritan Foundation to respect and maintain the

security and privacy of Confidential Information. This policy applies to Board managers and advisors, employees, and volunteers.

“Confidential Information” is defined as information not generally known outside GSF or is protected by law. Examples of “Confidential Information” include but are not limited to: financial information; social security numbers; immigration status; payroll and personnel records; health information; student grades; self-restricted personal data; credit card information; passwords and other IT-related information; and GSF financial and account information.

During and after association with GSF, an individual will hold all Confidential Information in trust and confidence, and will only use, access, store, or disclose Confidential Information, directly or indirectly, as appropriate in the performance of the individual’s duties for GSF. Employees and volunteers must comply with all applicable state and federal laws relating to access, use, and disclosure of Confidential Information.

In the case of a health or safety emergency, relevant Confidential Information may be disclosed as necessary to appropriate individuals, e.g., police or GSF supervisor.

240 Records Retention, Storage, and Destruction

- I. Purpose
 - a. According to IRS Instructions to Form 990, “A document retention and destruction policy identifies the record retention responsibilities of staff, volunteers, board members, and outsiders for maintaining and documenting the storage and destruction of the organization’s documents and records.”
 - b. Accidental or intentional destruction of certain records may result in fines and penalties, obstruction of justice charges, and serious disadvantages in litigation.
- II. Types of Records: A record includes any type of file, document or other form of communication – regardless of physical or electronic format – such as those included in the Appendix “Retention Schedule”.
- III. Administration
 - a. Executive Director Responsibilities
 - i. Ensure this policy and Retention Schedule complies with relevant new or amended laws and regulations.
 - ii. Consult legal counsel and/or financial advisors as necessary to update “Retention Schedule”.
 - iii. Consult IT professionals regarding the safe storage and appropriate destruction of relevant records.

- iv. Ensure this policy and any retention procedures comply with privacy laws that govern the handling of records concerning GSF's employees, volunteers, beneficiaries, and donors.
 - v. Continuing process of identifying records that have met their required retention period and supervising destruction process.
 - b. Employee Responsibilities All employees must understand and follow this policy and the Retention Schedule in the course of their job responsibilities and assist the Executive Director in the implementation of and compliance with this policy.
 - c. Volunteer Responsibilities Upon completion of each project, each volunteer shall produce Records as requested by the Administrator. Volunteers shall not be required to independently retain Records identified in the Retention Schedule after the completion of their project.
- IV. How to Retain, Store, and Destroy Records
 - a. Retention
 - i. Any records that are part of any categories listed in the Retention Schedule should be retained for the amount of time set forth in the Retention Schedule. A record should not be retained beyond the period set forth in the Retention Schedule unless a valid business reason or exception calls for its continued retention.
 - ii. If any individual is unsure whether to retain a certain Record, they should contact their supervisor or the Executive Director.
 - b. Storage
 - i. GSF's records must be stored in a safe, secure, and accessible manner.
 - ii. The following records must be duplicated and/or backed up at least annually and be maintained off site:
 - 1. GSF's governing documents and financial files that are essential to operations during an emergency.
 - 2. Any records requiring permanent retention.
 - c. Destruction
 - i. Destruction of records as outlined by Retention Schedule is directed by Executive Director.
 - ii. Destruction of confidential, financial, and personnel-related physical records must be conducted by shredding if possible.
 - iii. Non-confidential physical records may be destroyed by recycling.
 - iv. Destruction of electronic records should be coordinated with the advice of IT support.
 - d. EXCEPTIONS: the following general exceptions may apply to the Retention Schedule
 - i. Litigation/Legal Holds Destruction schedule should be suspended if there is a belief that records are relevant to current or potential litigation, government investigation, or audit.

- ii. Special Situations Destruction schedule could be suspended if there are other types of events, such as: merger or IT updates. Executive Director will notify if a special situation exists.

250 Gift Acceptance Policy

- I. Guidelines
 - a. GSF executive director, authorized board members and staff, and in limited circumstances designated volunteers, shall have the authority to solicit and accept gifts on behalf of GSF in compliance with this policy.
 - b. GSF's acceptance of any gift is at the discretion of GSF. GSF will NOT accept any gift:
 - i. unless it can be used or expended consistent with GSF's purpose and mission; and
 - ii. if it may potentially jeopardize GSF's tax-exempt status or violate GSF's policies, or local, state, or federal laws.
 - c. Possible Review by Board and Legal Counsel. The board will review the acceptance of any gift with restrictions, a gift that cannot be used as the donor intends, falls outside the scope of the organization's mission, requires excessive resources to maintain or sell, creates a legal liability for the nonprofit, or comes from a source that does not align with its values. When the board deems it appropriate, legal counsel may be engaged to help determine the advisability of accepting a gift.
- II. Gift Types
 - a. Cash. The Non-Profit will accept all unrestricted gifts of cash or cash equivalents. Checks or money orders must be made payable to GSF and may not be made payable to any individual representing GSF.
 - b. In-Kind Gifts. GSF will accept, in its discretion, gifts of in-kind services or goods, including tangible personal property, if they directly serve a need of GSF. Otherwise, acceptance of an in-kind gift will be at the discretion of the board.
 - i. Staff and volunteers should closely follow the direction found in the current "In-Kind Donations Guidelines" (see Appendix).
- III. Tax Considerations
 - a. Acknowledgment of Gifts. GSF will provide acknowledgments to donors meeting the Internal Revenue Code's substantiation requirements for property received as a gift.
 - b. IRS Filings. GSF will complete all filings required by the IRS in connection with gifts received by GSF. GSF is not responsible for completing any IRS filings required of the donor.

- c. GSF will not provide advice about the tax or other treatment of gifts and will encourage prospective donors to seek guidance from their own legal counsel and financial advisors relating to their gifts.

260 Expense Reimbursement, Accountable Plan

- I. Requirements for reimbursement
 - a. Expenses must be incurred for a GSF business purpose,
 - b. The employee or volunteer must account for the expenses – with documentation – within 60 days of incurring the expense, AND
 - c. The employee or volunteer must return any excess reimbursement no more than 120 days after receipt.
- II. Documentation
 - a. Executive Director will provide a standard form that must be used for reimbursement and retained as required in the Records Retention, Storage, and Destruction Policy.
 - b. Documentation must include:
 - i. What was purchased,
 - ii. How much was paid for it,
 - iii. Who (or what company) it was purchased from, and
 - iv. What was the business purpose for the expense.
 - c. Documentation can consist of cancelled checks, sales receipts, account statements, credit card sales slips, invoices, or petty cash slips for small cash payments.
- III. GSF will NOT reimburse officers, directors, trustees, and key employees for the following: first-class or charter travel, companion travel, tax gross-up payments, discretionary spending, housing, health or social club dues, and personal services such as use of a chauffeur.

270 Classifying Employees and Volunteers

Significant damages and liability to GSF can occur if employees and volunteers are misclassified. From both the Federal and Utah State Volunteer Protection Acts:

- I. Definition: Individuals classified as volunteers (or who call themselves volunteers) must perform services for GSF while not receiving anything of value from GSF for those services except reimbursements.
- II. The arrangement meets any conditions of volunteer classification (such as volunteers cannot replace paid staff).

- III. If GSF's employees also volunteer for the organization, extra caution is taken to comply with federal and state law restrictions. Paid employees may not volunteer for the same type of services they are paid to provide and GSF may not pressure employees to provide volunteer work.

BOARD OF MANAGERS

300 Orientation of New Board Members

New board members will be provided orientation by the Executive Director and a current board member. The purpose of the orientation is to provide the new board member with a clear understanding of the mission and principles of the Good Samaritan Foundation and Neighborhood Centers Utah.

Topics covered during this orientation may include: history and goals of organization, organizational structure, calendar and meetings, review of Policy and Procedure.

305 Meetings

- Board meetings are scheduled generally every other month.
- The Executive Director meets regularly with Managers.
- The Executive Committee meets regularly.
- Board Committee meetings are held as needed.

310 Committees

As stated in the Operating Agreement, "The Board may form committees from time to time, and choose members of the committees from among the Managers."

Board Committees exist in areas such as: Executive Committee, Physical Facilities/Acquisitions, Finance and Development, Neighborhood Centers, Education and Employment, Media and Public Relations, and Legal and Regulatory.

315 Board of Advisors

As stated in the Operating Agreement, "The Board may create a board of advisors, and from time to time designate persons to serve as members of the board of advisors. The board of

advisors shall have not authority to make decisions, bind the Company, or otherwise engage in the management of the Company. Any member of the board of advisors may be removed at any time for any reason by the Board.”

320 Financial

Operations for Good Samaritan Foundation and Neighborhood Centers Utah are budgeted annually. Managers will stay within budget.

330 IRS Public Disclosure Requirements/Financial Transparency

As a tax-exempt nonprofit, GSF is required, upon request, to provide copies of the three most recently filed annual information returns (IRS Form 990) and the organization's application for tax-exemption.

Because of these requirements, the board will consider the following:

- I. The board will review GSF's IRS Form 990 before submission each year.
- II. The board may receive training from accounting and/or legal experts on new or amended tax laws.
- III. To demonstrate a commitment to transparency and to make it easier for those seeking financial information to view these documents, GSF may post documents required for public disclosure from a link on their website.

340 Conflict of Interest

- I. Intent: Good Samaritan Foundation recognizes that managers, officers, and committee members have diverse professional and financial interests. Because of these interests, the board of managers has adopted a policy whereby all managers, officers, and committee members, (“Members”) must disclose all relationships which may influence the way Members carry out their responsibilities. Failure to adhere to this policy could result in a real or apparent conflict or duality of interest and affect GSF tax-exempt status.
- II. Disclosures
 - a. Members will sign a signed Disclosure Form (see Appendix)

- i. At time of first appointment
 - ii. Not less than annually
 - iii. At any other time when the Member has become aware of a potential conflict of interest
 - b. If a Member is aware of any relationship with an organization that might be perceived by others as potentially influencing their objectivity in any GSF matters in which they are involved, Members have an affirmative duty to disclose.
- III. Disclosure Form
 - a. The Disclosure Form will be reviewed by the board to determine whether any disclosures constitute a conflict or duality of interest.
 - b. The board shall have the right to inquire further with regard to each disclosure.
 - c. The board shall make a determination as to the Member's continuing role in the following situations:
 - i. When board determines there to be a conflict or duality or appearance of a conflict or duality of interest,
 - ii. in the event of a failure to provide requested information or otherwise to cooperate with the board
- IV. The existence of a conflict does not necessarily imply ineligibility to serve, but rather that participation in some matters may be modified or avoided or, in appropriate circumstances, discontinued.
- V. When the board has determined a conflict of interest is present
 - a. Member with a conflict will excuse themselves from the meeting during the discussion and vote on the related matter.
 - b. The minutes shall contain:
 - i. the names of Member found to have conflict of interest
 - ii. the names of the Members who were present for discussions and votes relating to the transaction or arrangement
 - iii. the content of the discussion, including any alternatives to the proposed transaction or arrangement
 - iv. a record of any votes taken in connection with the proceedings
 - v. the time conflicted Member left and reentered the meeting

350 Joint Ventures

Investing in, contributing assets to, or participating in a joint venture or similar arrangement with a taxable entity may affect GSF's tax-exempt status.

Before any such activity, the board – with counsel from an attorney if appropriate – shall evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard GSF’s exempt status with respect to such arrangements.

360 Executive Compensation

Nonprofits filing IRS Form 990 must describe the process they use to approve executive compensation, ensuring that the board has approved reasonable and not excessive compensation. The following policy applies to the annual process for determining compensation for (1) the Executive Director, (2) other officers, and (3) key employees.

- I. The board should arrange for an independent body to conduct a comparability review. The person receiving the compensation shall not be part of the review process.
- II. The independent body shall look at comparable salary and benefits data to learn what nonprofit employers with similar missions, of a similar budget size, and that are located in the same, or a similar geographic region, pay their senior leaders.
- III. The independent body that is conducting the review should document in official minutes
 - a. who was involved,
 - b. that they do not receive compensation from GSF,
 - c. the process used to conduct the review.
- IV. The full board shall make the decision to approve the executive director's compensation. Minutes should include that the board took the comparable data into consideration when it approved the compensation.

370 Risk Management for Volunteers

- I. GSF will provide a financially secure source of recovery for individuals who suffer injuries as a result of actions taken by a volunteer on behalf of the nonprofit organization according to the Utah Volunteer Protection Act. A financially secure source of recovery can be:
 - a. an insurance policy in effect that covers the activities of the volunteer and has an insurance limit of not less than the limits established under the Utah Governmental Immunity Act in Section 63-30-34 OR
 - b. a qualified trust with a value not less than the combined limits for damage and single occurrence liability established under the Utah Governmental Immunity Act in Section 63-30-34.
- II. GSF will maintain a volunteer policy

- III. All volunteers will use a GSF application that includes
 - a. background checks of applicants
 - b. scope of the volunteer duties
 - c. a waiver and release of liability
 - d. means to determine reasonable notice of the volunteer's unfitness to provide services
- IV. GSF will distribute a volunteer handbook
- V. Volunteers will participate in appropriate volunteer orientation and training programs that are separate from those given to employees
- VI. GSF will have a health and safety policy that is communicated to its volunteers

380 Donor Bill of Rights

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:

- I. To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
- II. To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.
- III. To have access to the organization's most recent financial statements.
- IV. To be assured their gifts will be used for the purposes for which they were given.
- V. To receive appropriate acknowledgement and recognition.
- VI. To be assured that information about their donation is handled with respect and with confidentiality to the extent provided by law.
- VII. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.
- VIII. To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.
- IX. To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.

X. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

390 Job Descriptions

391 Job Description: Executive Director

Qualifications:

The ideal Candidate for this position is someone who has:

- An advanced degree in a field such as: business, marketing, social work, or resource development
- Ability to develop and maintain integrity in an organizational mission statement.
- Experience with operations and supervision of employees, finance and budgets
- Ability to conduct strategic planning and long term implementation of operations
- Knowledge and experience working with refugees or similar populations
- The ability to organize and manage diverse groups and entities
- The ability to work cooperatively with others – consensus building
- A language in addition to English would be desirable

Responsibilities

Personnel

- Hire, train and supervise managers of neighborhood centers and other personnel.
- Oversee the recruitment, training and supervision of volunteers.
- Oversee effective personnel performance reviews and evaluations.

Operations

- Direct the work of neighborhood centers and other operations,
- Establish standards, key indicators and other assessment methodologies.
- Monitor performance of operations, manage and make adjustments as necessary.
- Establish an annual budget and work within its confines.
- Develop strategies for needed services, such as English training.

Board of Managers

- Serve as a member of the board of managers and carry out the work of the board as directed.
- Prepare for board meetings and keep the board informed and aware of operations.

- Coordinate and guide the work of board committees.
- Report progress of operations to the board and be accountable for results

Budgeting, Reporting and Accountability

- Develop an annual work/service and budget plan.
- Manage and live within approved budget and assure that all operations do the same.
- Operate the center according to policy, procedure and the service/work plan.
- Receive regular reports and manage operations accordingly – consistent with the annual goals and plans.

392 Job Description: Board Member

The Board is a “working board” in addition to a decision-making body. Board members share responsibility for the overall organization as well as assist with a more specific aspect of the work which is assigned to each board member.

Board member experience, skills and knowledge are essential to the success of Neighborhood Centers. Appointment to the board is for a two-year term with an option to renew at the end of that time.

EMPLOYEES

400 Expectations of Conduct

Employees are expected to accept assigned responsibilities, follow acceptable business principles in matters of conduct, and exhibit a high degree of integrity at all times. This not only involves that employees conduct themselves in an ethical fashion, but also demands that employees refrain from any behavior that might be harmful to themselves, co-workers, clients, or Good Samaritan Foundation, such as illegal drug use, non-work related computer use, etc. Employees are encouraged to observe the highest standards of integrity at all times.

410 Orientation of New Employees

All employees will be informed of the mission, objectives and operations of GSF. Each employee will receive a job description and be informed about the policies, performance review, compensation, leave, and related matters.

420 Annual Performance Evaluation with Work Plan

Each employee will have an annual work plan and a description of how performance will be evaluated. See Appendix for Performance Evaluation.

430 Dress and Appearance Standards

Purpose

Good Samaritan Foundation maintains a high standard of professionalism. Appearance plays an important role in achieving respect and confidence from partners, donors, clients and the community. The following dress and grooming code will help maintain a professional image indicative of Good Samaritan standards.

Clothing

Clothing should be clean, unwrinkled, in good repair and free from stains and odors; it should fit well – not too tight or too loose; it should present a professional, clean image.

- Employees should generally wear professional, business casual clothing—collared shirts, slacks and dress shoes for men and blouse, slacks, skirt as well as dress shoes and boots, heels, and flats are appropriate for women.
- Employees should avoid tops that are sleeveless, low necklines, low backlines, midriff tops, shirts with words or images, track jackets, sweatshirts, hooded sweatshirts and fitness clothing of any kind, bottoms such as cargo pants, sweatpants, overalls, shorts, and footwear consisting of athletic shoes, hiking boots, work boots, moccasins, slippers or flip-flops. Employees should have an understanding and respect for the cultures and values of those served.

Grooming and Hygiene

Hair is clean and styled (extreme hairstyles or colors are not appropriate for the workplace). Facial hair is kept trim and neat.

Hygiene: Employees are aware of body odors and maintain an overall clean and polished appearance. Perfume, cologne and other fragrances should be used sparingly.

Piercings & Tattoos: Visible facial and body piercings, as well as tattoos are not encouraged. Exceptions are approved by management.

Dressing for the Event: Use good judgement in your attire as it pertains to your role, duties and the circumstances that you participate in.

Suits, dress pants, long sleeve shirts, ties, skirts, blouses or tailored dresses are appropriate for more formal events, and a professional look is appropriate for day to day business meetings and associations.

Reasonable Accommodations

If an employee adheres to a religious belief that is in conflict with any provision of these Dress and Appearance Standards, the employee should contact their direct supervisor to request a reasonable accommodation.

480 Job Descriptions

481 Job Description: Director of South Salt Lake Career Services Center

Position Description

Develop and grow the programs of the South Salt Lake Career Services Center through collaborative efforts with the GSF Executive Director, supervision of the center staff, and through outreach to community partners. Outreach will consist of educating businesses, schools, refugee service providers, and others on the philosophy of GSF to increase brand awareness in the community leading to more opportunities in employment, education, and “client” referrals into GSF programs. The center Director will supervise all staff and volunteer activities and report on key indicator progress to the Executive Director weekly.

Candidate Profile

- Personable, outgoing, creative, adaptable, self-starter
- Ability to follow instruction from Executive Director
- Ability to collaborate effectively between multiple agency partners
- Passionate about this work and a love for the people
- Good cross-cultural communication skills
- Must have supervisory and/or management experience
- Experience working with refugees and immigrants preferred
- College degree in Social Services or related field
- Age 18 or older

Primary Duties

- Oversee the daily activities of the Center including performance and training of staff and volunteers.
- Build and strengthen GSF’s relationship with community partners through outreach efforts.
- Ensure the look of the Center and all promotional materials, including brochures, flyers, and business cards, are in-line with the vision of GSF.
- Maintain files for clients receiving services at the South Salt Lake Career Services Center and ensure that all files are complete.
- Teach and model principles of the Center’s “Independence Path”
- Attend regular meetings with the Executive Director and other partner organization.
- Create material and oversee the lead classes teaching the Independence Path to refugees, immigrants, and others.
- Conduct regular performance reviews of center staff.
- Perform the duties of a Success Coach including client intake, assessment, resume creation, and the creation of an independence path.
- Interview, teach and support clients seeking employment
- Identify and contact community resources that can be accessed by clients

482 Job Description: Director of Rose Park Neighborhood Center

Position Description

Develop and grow the programs of the Rose Park Neighborhood Center through collaborative efforts with the GSF Executive Director, supervision of the center staff, and through outreach to community partners. Outreach will consist of educating businesses, schools, refugee service providers, and others on the philosophy of GSF to increase brand awareness in the community. The Center Director will supervise all staff and volunteer activities and report on key indicator progress to the Executive Director weekly.

Candidate Profile

- A degree in a field such as: business, marketing, social work, or resource development
- Knowledge and experience working with refugees or similar populations
- Experience with operations and supervision of employees, finance and budgets
- Experience developing community resources, including partnerships with businesses
- The ability to organize and manage diverse groups and entities
- The ability to be entrepreneurial, creative and flexible
- The ability to work cooperatively with others – consensus building
- A language in addition to English would be desirable

Primary Duties

Personnel

- Hire, train and supervise paid staff.
- Oversee the recruitment, training and supervision of volunteers.
- Conduct personnel performance reviews and evaluations.

Center Operations

- Determine the services needed by the community to be provided in the Center.
- Develop and enlist partnerships to provide these services.
- Coordinate and manage the use of the building with community partners.
- Supervise activities in the Center and see that they meet Good Samaritan standards.
- Develop and maintain a safe and productive environment.
- Oversee the assessment of clients and the development of client self-reliance plans.
- Maintain and care for the building and property, including licensing, permits and inspections.

Community partners and relationships

- Identify and develop training, education and employment resources in the community.
- Develop partnerships with businesses for on the job training of clients.
- Be creative in finding ways to educate, train and employ clients.

- Coordinate with the refugee placement supervisor the use of these resources.

Budgeting, Reporting and Accountability

- Develop an annual work/service and budget plan.
- Manage and live within approved budget.
- Operate the center according to policy, procedure and the service/work plan.
- Report key indicator performance and activities.

485 Job Description: Volunteer Coordinator

The ideal candidate for this position would have the following qualities and experiences related to Volunteer Coordination:

- Understand the essential role Volunteers play in in the fulfillment of the mission of Good Samaritan Foundation which is to *“Empower clients to obtain the means, education and training leading to employment, independence and self-reliance.”*
- Have significant experience in recruiting and coordinating volunteers in a non-profit organization
- Have experience working with community groups, including refugees and immigrants
- Have strong organizational skills and ability to collaborate with a team
- Have the ability to think creatively and develop an ongoing program and process related to recruiting and retaining volunteers

Key Responsibilities Include:

- Organize, coordinate and manage the recruitment of volunteers
- Work with local community organizations to develop volunteer partnerships
- Maintain updated volunteer records
- Develop and implement a volunteer recognition program
- At Rose Park, assist the director to operate the Center as needed and assigned

Competencies

- Communication Proficiency
- Collaboration Skills
- Organizational Skills
- Teamwork Orientation
- Computer and software skills

Hours/Compensation:

- 40 hours per week, some evening and Saturday work will be required
- Vacation and personal leave with health benefits
- Salary to be determined based on qualifications.
- Send resume, cover letter, and scheduling availability via email to Harold Brown (harold@gsfutah.org)

VOLUNTEERS

500 Purpose of Volunteers

Good Samaritan Foundation welcomes and values committed volunteers. Volunteers provide much needed service to GSF clients that could not otherwise be offered. In order of priority, our purposes in using volunteers are to:

- Serve our clients and fulfill our mission
- Cut our cost
- Provide volunteers with service opportunities
- Help society

GSF accepts the service of all volunteers with the understanding that such service is at the sole discretion of GSF and without expectation of compensation. Volunteers agree that GSF may at any time, for whatever reason, decide to terminate the volunteer's relationship. The volunteer may at any time, for whatever reason, decide to sever their relationship with GSF. Notice of such a decision should be communicated as soon as possible to the volunteer's supervisor.

510 Orientation and Training for Volunteers

GSF will conduct orientation and training to familiarize its volunteers with what is expected of them in terms of duties and behavior. This training can take place either at the GSF offices, online, or where the volunteering will actually occur. A Volunteer Handbook will be provided – either electronic or hardcopy – that will cover the orientation information.

Orientation should cover:

- I. GSF's mission, programs, and beneficiaries.
- II. The structure of GSF and the leadership team.
- III. A discussion of issues that commonly arise in the work environment, such as discrimination, harassment, and other illegal or undesirable behavior. The handbook should clearly state the non-profit's policy prohibiting discrimination or harassment of volunteers and against volunteers, employees, or clients.
- IV. A clear review of the volunteer's status, including that the volunteer is not an employee eligible for employee benefits or workers' compensation.
- V. Procedures for reporting problems, including issues related to the assigned volunteer task, discrimination, harassment, and health and safety concerns.

- VI. The need for confidentiality of information acquired during the course of the volunteer opportunity.
- VII. The grounds and procedures for dismissal from the volunteer role.
- VIII. Emergency response procedures.
- IX. The potential liability volunteers may face.
- X. Any waivers and releases that the volunteer is asked to sign.

Training should address the volunteer's specific role and include:

- I. A description of the volunteer's specific tasks, including the goal of those tasks.
- II. The contact information of the volunteer supervisor (if any).
- III. The non-profit's code of conduct and ethics, including its policies concerning conflicts of interest, acceptance of gifts, use of non-profit resources, reimbursement of funds, and service standards.
- IV. The procedures for completing each task.
- V. Any necessary information about GSF's physical facilities, such as parking, location of restrooms, hours of operation, and storage of personal belongings.
- VI. Any relevant safety training.
- VII. A demonstration of any equipment or programs necessary to complete the volunteer's tasks.
- VIII. If appropriate, observation of the volunteer performing each task.

520 Annual Volunteer Appreciation Event

An annual volunteer appreciation event will be conducted to highlight and reward the contribution of volunteers to the agency. Volunteers will be consulted and involved in order to develop an appropriate format for the event.

580 Job Descriptions

GSF volunteers fit within the following framework:

- I. Mentor Volunteer
 - a. Employment Success Coach
 - b. Family Mentor
- II. Center Volunteer
 - a. Child Care
 - b. Transportation
 - c. Sports
 - d. Office
 - e. English

III. Administrative Volunteer

582 Job Description: Digital Communications Specialist

Position Description

Support GSF's digital communications needs.

Candidate Profile

- Personable, outgoing, patient, adaptable and resourceful
- Ability to follow instruction from Supervisor
- Passionate about this work and serving people
- Good cross-cultural communication skills
- Proficiency in navigating the internet
- Preferred but not required: experience working with non-profit organization
- Must complete volunteer paperwork and background check

Duties May Include:

- Webmaster: create and design website, update, feedback
- Monthly Newsletter: to be sent out by social media and posted on website
- Social Marketing: Facebook, Instagram, volunteer marketing websites
- Volunteer Digital Platform: set-up, update, feedback
- Digital Liaison: Works directly with all arms of Neighborhood Centers, LLC to fill requests and give feedback that relates to all digital communications

Time Commitment

- Average of 5-10 hours per week
- 1-year minimum commitment

583 Job Description: Success Coach

Position Description

Support Neighborhood Centers' clients as they increase their employment potential through education, training, and knowledge (Neighborhood Center's "Independence Path").

Relationship-building is especially significant because Success Coaches provide the moral support that a newcomer needs to become independent and self-reliant.

Candidate Profile

- Personable, outgoing, patient, adaptable and resourceful
- Ability to follow instruction from Supervisor
- Passionate about this work and a love for the people
- Good cross-cultural communication skills
- Proficiency in navigating the internet
- Preferred but not required: college education and successful employment experience
- Must complete volunteer paperwork and background check
- Age 18 or older

Duties May Include:

- Teach and model principles of Neighborhood Center's "Independence Path"
- Interview, teach and support clients seeking employment
- Identify and contact community resources that can be accessed by clients
- Attend mandatory Volunteer Orientation
- Complete Success Coach Training and ongoing trainings as needed
- Attend the one-hour Client Independence Classes at the South Salt Lake Neighborhood Center where you will be introduced to new students to mentor (weekday evening)
- Assist students on their plan to independence by using a list of "preferred resources" provided
- Report regularly to Success Coach Supervisor

Time Commitment

- Average of 3-5 hours per week
- 6 month minimum commitment

584 Job Description: Office Volunteer

585 Job Description: Family Mentor

Position Description

Befriend and acclimate newly-arrived refugees and other immigrants to their Utah community, emphasizing aspects of independence and self-reliance. Mentors will offer their new friends opportunities to attend community events, practice English, and explore community resources. Relationship-building is especially significant because mentors provide the trustworthy moral support that a newcomer needs to become independent and self-reliant in a different culture.

Candidate Profile

- Attitude of openness and accessibility. The refugee must feel they can ask mentors questions and that mentors will treat their beliefs and concerns with respect.
- Understand and prioritize principles of self-reliance (education, employment, etc)
- Available to volunteer weekly for minimum of 3 months
- Must complete background check

Duties May Include:

- Attend mandatory Mentor Training
- Provide hope and vision while emphasizing principles of self-reliance
- Listen and befriend
- Contact Volunteer Coordinator weekly by email or phone to describe weekly activities, report volunteer hours, and identify successes and challenges faced by mentee
- Demonstrate patience while your Refugee Partner begins to understand U.S. culture
- Demonstrate patience while you begin to understand Refugee Partner's culture

Time Commitment

- Mandatory Refugee Mentor Training; 2 hours
- Weekly visits with mentee for a minimum of 3 months. Average of 2-3 hours or more per week, especially during the first few weeks. Meetings are very flexible as you can set your own schedule with your Refugee Partner.