



Supervisor Handbook

A comprehensive resource for LVC placement supervisors

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** Subject to updates prior to the start of the 2016-2017 LVC Year*



Lutheran Volunteer Corps

1226 Vermont Ave., NW

Washington, DC 20005

Phone: 202-387-3222

Fax: 202-667-0037

www.lutheranvolunteercorps.org

Dear Supervisor,

Thank you for playing a critical role in the work of the Lutheran Volunteer Corps and the experience of your 2016-17 Volunteer.

This handbook is intended to be a helpful tool for you throughout the year and as you prepare for next year. If you need more information or would like to touch base with staff at any point, feel free to email or call anytime. You can find a full staff listing in this handbook for your convenience. Also, please let us know if there is any additional information that you think would be helpful to share with new or returning supervisors.

We wish you a fruitful year!



Sam Collins
President
Lutheran Volunteer Corps



Enger Muteteke
National Program Director
Lutheran Volunteer Corps

Note: We hope this is a helpful resource for you, and welcome you to share it with others. However, we ask that you credit LVC where applicable when reproducing all or part of this publication and its contents. Thank you.

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I. LUTHERAN VOLUNTEER CORPS PROFILE

Each year, LVC matches full-time Volunteers with social justice organizations located in 11 cities across the country: Washington DC, Baltimore, Wilmington, Chicago, Milwaukee, Minneapolis, St. Paul, Seattle, Tacoma, Omaha and Oakland, California. Volunteers live in communities of four to eight volunteers. They work as teachers, community organizers, counselors, researchers, and advocates on issues affecting the environment, refugees, people with AIDS, children, LGBTQ people, people who are homeless, persons with mental and physical disabilities, and the elderly.

Founded in 1979, LVC was started by Luther Place Memorial Church in Washington DC. In September, 2003, LVC became an independent nonprofit organization, governed by a Board of Directors made up of representatives from Local Support Committees, Congregations, and the community. Financial support for the Lutheran Volunteer Corps comes from former Volunteers, churches, foundations, individuals, synods and from placements in the form of fees.

A. Mission Statement

The Lutheran Volunteer Corps is a community of faith that unites people to work for peace with justice.

B. Values Statement

In response to the Gospel of Jesus Christ, the Lutheran Volunteer Corps

- exists to work for peace and justice, sustainability, and community, and is inclusive and welcoming to all.
- Caring for the earth and working for freedom and justice with those who are oppressed answers God's call to Shalom in today's world. Lutheran Volunteer Corps seeks Shalom for all people by serving congregations and organizations which share this call.

Integrating faith and action is essential to wholeness. A vital part of this integration is exploring a simple, sustainable lifestyle. Linking inward and outward journeys helps fulfill our commitment to the global community. Lutheran Volunteer Corps leaders and volunteers help each other grow spiritually, do justice, and live simply and sustainably.

Sharing life in intentional community grounded in the life and teachings of Jesus Christ helps us live justly in the world. Lutheran Volunteer Corps accepts and affirms diversity in community, works for healthy relationships, and promotes living peaceably with all.

Lutheran Volunteer Corps continues to be sustained and inspired by its grass roots ties with local congregations and derives much valuable support from them. Participation in Lutheran Volunteer Corps strengthens leaders for the Church and society. Lutheran Volunteer Corps pledges to support all in the Church and society who work for peace with justice.

C. The Three Core Practices

LVC Volunteers live together in intentional community, practice simple and sustainable living and work for peace with justice.

Intentional Community

The goal of intentional community is for volunteers to support one another despite differences. Communities are expected to have at least one night each week that is designated for a community activity and one of those community nights is dedicated to exploring spirituality. In addition, community members are expected to take turns in cooking meals for the house, doing chores, and otherwise participating in the healthy functioning of the community. These commitments to community are the reason that we ask placements to limit evening work to no more than two evenings each week. If more are scheduled, it becomes difficult for communities to schedule these times together. Planned house nights and cooking meals for each other are two of the ways volunteers work

toward intentional community with their housemates. Volunteers also commit to the expectations set forth in LVC's Community Standards Policy (Appendix F).

Simple, Sustainable Living

This core practice encourages communities and individuals to be thoughtful about their use of money, time and all of the earth's resources. It may mean spending more money for organic produce or spending time together cooking a meal from scratch instead of buying prepared foods. At their placement, volunteers will use public transportation and encourage co-workers to use environmentally sustainable practices.

Working for Social Justice

The Volunteer's work placement will be a focal point for this core practice. All LVC Volunteers are at placements that work to end hunger, homelessness, environmental destruction, racism and other injustices in our world. The supervisor plays an important role in helping the Volunteer to understand their work in the broader context of social justice. In many ways, your relationship with the Volunteer is both as mentor and supervisor. In addition, we hope that Volunteers will share what they learn and experience about social justice at work with their housemates.

II. ADMINISTRATION OF LVC

Lutheran Volunteer Corps is a 501c3 organization. It is governed by a national Board of Directors. The Board includes representatives from the Local Support Committees, Congregations, and the community. The Board meets two times per year in person, in addition to conference calls and subcommittee meetings.

The national office is located at Luther Place Memorial Lutheran Church, in Washington, DC. The day-to-day administration of LVC is assumed by the President, who oversees the work of the entire staff. The National Program Director supervises all LVC Program Staff, who are located across the country. A complete listing of the staff is also available in this handbook.

III. SUPPORT STRUCTURES

A. Staff

As a volunteer supervisor, there is a LVC Program Staff person for you to relate with directly regarding your Volunteer(s). Their responsibilities include providing general program support, coordinating programming days for the Volunteers in their region, and conducting reviews among other things. This staff person is designated to work specifically with Volunteers, placements, and the local support committee in the cities for which he/she is responsible. Refer to the staff roster available in Appendix A for the regional LVC Program Staff contact information.

If you are having a problem with your Volunteer and have been unable to resolve it directly, you are encouraged to contact the LVC Program Staff responsible for your region. Please take note of the Addressing Concerns process below which outlines a progression for dealing with concerns with Volunteers. Also, be sure to notify LVC Program Staff if there are any changes in work schedule, position description or supervision for the volunteer. Changes to the volunteer's position description must be agreed upon in writing by LVC, the Volunteer, and you.

B. Local Support Networks

Local Supporters help Volunteers get acquainted with their city, sponsor occasional social events and help locate housing and household furnishings. Local supporters also can serve the overall LVC program by assisting in the

areas of recruiting (placements and Volunteers), publicity, and fundraising.

C. Addressing Concerns With Your Volunteer

LVC tries to promote healthy relationships at all levels of the program. Most issues can be resolved informally or during volunteer reviews. For that reason, we ask that you speak directly with LVC Program Staff if you have an issue with a staff decision or action. If you are not able to resolve the concerns directly with the staff member involved, please inform the National Program Director of LVC. If your concerns involve or include the National Program Director, your recourse is to contact the President.

There are also times when Volunteers need to discern whether or not LVC is the right place for them. Sometimes LVC may initiate this process of discernment and reassessment, because a Volunteer's participation in the program may not meet our expectations, may be detrimental to LVC, the house community or to the Volunteer. The decision to remove the Volunteer from the program shall be at the discretion of the National Program Director in consultation with the regional LVC Program Staff and the President. The Volunteer will be given notice of this termination in writing. Sometimes, the Volunteer may initiate this process, because of personal struggles, placement issues, or community and program challenges. And sometimes, a placement may initiate this process because the Volunteer cannot satisfactorily meet the expectations of the position in which they were placed.

Overall, we consider this process another opportunity to provide support. In order to expedite a solution, as the volunteer supervisor, we ask that you take the following steps when you or a member of the placement staff has a concern with the Volunteer's performance that has not been resolved:

1. If you have a concern with your Volunteer, speak directly to him/her.
 - a. If speaking informally about this does not solve the concern, set up a formal meeting with him/her to discuss the situation. Document and determine agreed upon expectations and a timeline for revisiting the issue. Send documentation to LVC Program Staff.
 - b. If the concern is not resolved after revisiting the issues, talk with LVC Program Staff about the possibility of having him/her facilitate a conversation between you and your Volunteer. During or after the facilitation, the LVC Program Staff will document the agreed upon expectations and a timeline for reviewing the issue and send copies to all parties involved.
 - c. If you have been unable to reach a solution even after on-going conversation and the Volunteer is considering leaving your placement, or you are considering asking the Volunteer to leave, set a time to talk to the LVC Program Staff about the decision.
 - d. If the Volunteer decides to leave your placement, there must be a final conversation with the placement supervisor and the Volunteer must give at least two weeks notice with the letter of resignation.
 - e. Please see the Termination of Contract section in your three-way contract for fee refunds and forfeits as well as health insurance obligations when a Volunteer leaves a placement by his/her own initiative, by LVC's or by the placement's initiative with cause and without cause. (section IV.B of the 3-way contract and section VII of this handbook)

2. If you are considering changing the Volunteer's position responsibilities, work schedule, or other details of the position description or work environment speak directly with your Volunteer.
 - a. If changes to the position description are agreed upon by you and your Volunteer, confirm with the LVC Program Staff that these changes are acceptable and send documentation of those changes to your Program Staff Member.
 - b. If changes cannot be agreed upon, have a conversation with the LVC Program Staff about setting up a three-way meeting between you, your Volunteer and the LVC Program Staff. The LVC Program Staff will facilitate a meeting at the placement. The LVC Program Staff will also document the conversation, expectations agreed upon, and timeline in writing; both the Volunteer and the supervisor will receive copies.
 - c. Follow steps C through E in the above scenario.

IV. PLACEMENT SELECTION & MATCHING PROCESS

A. Criteria

LVC places Volunteers in non-profit organizations that aim toward caring for the earth and working for peace with justice. LVC has a focus on urban, under-served communities and will only place Volunteers in placements that could otherwise not afford to hire a full-time staff person. LVC will put greater emphasis on placements that empower community members, engage in internal anti-racism work as an organization, and include sexual orientation and gender identity in their non-discrimination policies. All placements must be within commuting distance of the LVC households. LVC prefers leadership and staffing that includes people of color and members indigenous to the community served. LVC seeks to provide a wide range of placement options to prospective volunteers (i. e. work with a variety of issues at a variety of levels).

LVC looks for placements that have positions with a reasonable and challenging position description, quality training and supervision and financial stability. LVC looks for agencies that will provide a stable and supportive atmosphere to the volunteers in their desire to work for social justice, live simply, and in community with other volunteers. Thorough training and consistent supervision as well as balance in work life (40 hour weeks with comp time policies in place) are critical to ensuring this support.

B. Requirements

A LVC Volunteer serves full-time. Placements must provide a written position description, as well as training and ongoing supervision. The Volunteer should not be assigned responsibilities that a placement cannot supervise properly.

LVC Volunteers are not meant to be permanent staff at an organization. Lutheran Volunteer Corps wants to be free to place Volunteers in new areas of need. Because LVC doesn't guarantee the return of a volunteer in subsequent years, organizations should develop a working plan to staff the position without Volunteer assistance.

C. Application Process

Placements must reapply in December of each year. LVC Program Staff evaluate placements annually in each city. They decide which placement and position applications to approve in mid-February. The decisions are based on the written application, the experience of previous Volunteers (if applicable), and a site visit by the LVC Program Staff. Visits are made to new placements, placements that haven't been matched in the past year, and placements where there have been substantial structural changes or a change in supervisor. Each year, more positions are approved than Volunteers that are expected to be matched in each city. Approval as a placement does not

guarantee a match with a Volunteer.

December 15th is the deadline for submitting an application for the next program year. Information about the application process will be sent to all organizations in our database in the fall. Applications are available by email or by download from the LVC website, www.lutheranvolunteercorps.org. Please contact LVC Program Staff to inquire about applying if you have not heard from LVC by November 15th.

D. Matching Process

LVC has two Rounds of application and matching process. The timeline for the matching process may be found on the LVC website.

The matching process entails volunteer applicants reviewing all available positions, selecting 10 choices for placement interviews, and then LVC staff assigning them at least 3 interviews based on their selections. Once these interviews are assigned, placements are notified of their applicant interviews and applicants contact the placement interview contact to schedule an interview.

After the interview, both volunteer applicants and placement contacts submit their ranking and rating of the interview in the HireTouch application system. Then, LVC Staff collaborate on matching volunteers and placements based on these preferences, program needs and available housing. When placements indicate that they will accept a match with an applicant, LVC assumes that all funding, supervision, etc. is secured for the position.

E. Interviewing Tips

When you interview prospective Volunteers, we would recommend that you provide a clear description of the placement atmosphere and dynamics. Describe the amount and style of supervision that will be provided to the Volunteer.

A clear position description is also very important. The clearer the position description when you are interviewing potential Volunteers, the more likely you are to find a good match for the position. A clear position description also facilitates training and supervision.

V. PLACEMENT FINANCIAL RESPONSIBILITIES

Placements that are matched with an LVC Volunteer are responsible for the following costs:

Annually

- Placement Fee, payable to LVC

Monthly

- Volunteer Stipend, payable to Volunteer
- Local Transportation, payable to Volunteer with the stipend or to local transit agency if pre-tax
- Payroll Taxes, payable to local, state and federal governments
- Healthcare, payable to LVC or placement's own health plan

Below, we highlight a few aspects from the 3-Way Contract about each of these responsibilities, providing additional procedural explanations as relevant and helpful. The relevant section of the 3-Way Contract is noted and you may find a generic copy of the 3-Way Contract in Appendix H.

A. Placement Fees

(3-Way Contract, I.A.1)

The Placement will pay LVC a fee that contributes to the cost of recruiting, interviewing, assigning and supporting

LVC Placements and Volunteers, program costs and beginning of the year (BOY) and end of the year (EOY) travel for Volunteers. The total fee is based on the organization's salary and benefits budget (see below).

2016 Budget for Salaries & Benefits	FY16 LVC Placement Fee
\$100,000 and under	\$2,575
\$100,001 to \$603,999	\$2,240 + (Budget for Salaries & Benefits x 0.0034)
\$604,000 to \$1,999,999	\$4,410
\$2,000,000 to \$2,999,999	\$5,815
\$3,000,000 to \$3,999,999	\$6,785
\$4,000,000 and over	\$8,225

B. Volunteer NET Stipend

(3-Way Contract, I.A.2-3)

The net monthly stipend consists of:

- Housing Stipend (rent, utilities; calculated by LVC based on actual costs)
- Food Stipend of \$105/month
- Personal Stipend of \$105/month (or \$125/month for second-year volunteers)
- Local Transportation Stipend (unless paid on a pre-tax basis because of a mass transit pass program)
- Monthly Auto Premium (for placements which require a car--\$95/monthly maximum)

LVC housing costs are calculated based upon the number of Volunteers and the actual rent and utility costs in each city or region. Volunteers in the Lutheran Volunteer Corps program are not subject to federal or state wage and hour laws because they are not employees, but volunteers.

C. Stipend Payment Dates

(3-Way Contract, I.A.2)

The Placement is responsible for providing the Volunteer with a check for 1.5 months of the stipend (for the two weeks in August and all of September). From October through July, the stipends will be provided in full by the first day of the month, as placements are required to provide Volunteers their stipends in advance of services rendered for that month. See Section I.A.2 of the 3-way contract (Appendix H) for service dates specific to the current program year. Health insurance should continue until July 31.

In some cases, but not limited to these, the placement will give the Volunteer three months stipend as severance pay, plus payment for health insurance if:

- the contract is terminated by the placement without cause,
- LVC determines that the Placement did not respond adequately when a Participant suffers sexual harassment or other misconduct resulting in a hostile working environment and the Participant is removed by LVC from the Placement;
- the Placement does not provide adequate supervision and the Participant is removed by LVC from the Placement.

D. Local Transportation Stipend

(3-Way Contract, I.A.3)

The monthly local transportation stipend, is included in the net monthly stipend. Unless paid on a pre-tax basis because the placement uses a mass transit pass program, the placement provides the Volunteer with the equivalent of a monthly mass transit pass, which they use primarily for commuting and for work-related travel. This stipend may also be used for incidental travel in the city for entertainment/cultural purposes and basic errands. According to the IRS Publication 15-b, page 15 www.irs.gov/pub/irs-pdf/p15b.pdf, the Local Transportation Stipend—when used for mass transit---can be exempt from taxes. In these cases the placement may give the Local Transportation Stipend separately from the Monthly Stipend.

E. Monthly Auto Premium

(3-Way Contract, I.A.3)

The Monthly Auto Premium for placements that require a car depends on the actual insurance cost to the volunteer, but will not exceed \$95 per month. If the Volunteer pays their insurance premium on a non-monthly basis (every 6-month, yearly, etc.) the Placement may choose to reimburse the expense on a monthly basis or in a lump sum. The Auto Premium is considered taxable income, so the reimbursed amount needs to be added to the NET stipend amount and payroll taxes then calculated accordingly (see V.F below for payroll tax information).

F. Placement-Related Transportation Reimbursement

(3-Way Contract, I.A.6)

The Placement is responsible for reimbursing the Volunteer for all placement-related transportation costs not covered by the local transportation stipend. Transportation reimbursement should be based on actual placement-related transportation costs incurred by the Volunteer. If the Volunteer is required to use a personal car for placement-related travel, the Placement will provide mileage at the rate customary for the Placement or the suggested IRS rate (at \$.55 per mile for 2016) if there is not a standard practice in place. Mileage reimbursement is provided separately from the Monthly Auto Premium and is not a substitute for automobile insurance reimbursements. Reimbursement for placement-related travel required by the Placement is not taxable and should not be included in the monthly stipend.

G. Payroll Taxes

(3-Way Contract, I.A.4)

The Placement is responsible for paying the Placement Organization's share of FICA and other taxes required by law. The Placement shall also withhold and pay the appropriate share of the Volunteer's state, local and federal income taxes in accordance with the W-4 and state withholding forms submitted by the Volunteer. This is because the IRS holds the Volunteer and the Placement responsible for any income taxes on monthly stipends received even though the participant is a volunteer. Please note that the Volunteer is not considered to be a 1099 Contract Employee.

The Placement shall reverse calculate from the net stipend to arrive at a gross stipend amount, which includes payroll taxes. LVC is NOT responsible for determining this gross stipend amount. If your organization needs assistance in determining this amount, LVC will gladly put you in touch with its payroll service to help in this matter.

FICA (Social Security and Medicare taxes)

Unless the Placement obtains a ruling from the Social Security Administration or the Internal Revenue Service that specifically exempts its volunteers from FICA requirements, Placements must pay FICA, withholding at a rate of 7.65% from the Volunteer's gross stipend amount.

Income Taxes

The Placement must withhold Federal personal income taxes from Volunteer gross stipend amount, requiring each Volunteer to complete a W-4 form at the beginning of the term of service and providing a W-2 form at the close of the tax year. The Placement must comply with any applicable state or local tax requirements.

H. Other Business Related Taxes

(3-Way Contract, I.A.5)

Unemployment Insurance

The U.S. Department of Labor ruled on April 20, 1995 that federal unemployment compensation law does not require coverage for Volunteers because no employer-employee relationship exists. Placements are responsible for determining the requirements of state law by consulting their legal counsel or the applicable state agency.

Worker's Compensation

The Placement is responsible for determining whether state law requires the provision of worker's compensation for Volunteers. If a Placement is not required by state law to provide worker's compensation, the Placement should still consider any liabilities that would not be covered under its general liability policy and consider obtaining Occupational Accidental Death and Dismemberment insurance coverage for their Volunteer to cover in-service injury or incidents.

I. Health, Liability and Unemployment Benefits

(3-Way Contract, I.A.7)

Since LVC considers health insurance a reasonable benefit, the Placement will provide to the Volunteer, without cost, health insurance coverage (and dental coverage if provided to other staff). Insurance coverage will begin by September 1, 2016 and remain in effect through July 31, 2017.

Reimbursement for health-related expenses

The Volunteer is responsible for the first \$100 of health-related deductibles, co-payments, prescription costs, dental care, and eye care (routine eye exams if eye exams are provided as a current benefit to Placement staff) that are incurred while serving at the Placement. If the Volunteer incurs more than \$100 in deductibles, co-payments, prescription costs, dental care, and routine eye exams (not including corrective devices), the Placement will reimburse any further expenses, up to a maximum of \$900 regardless of the health insurance program in which the Volunteer participates, including Volunteers who remain on their guardians' insurance.

Health Insurance Options

The Placement can offer the Volunteer the same insurance it offers its staff or it can cover the Volunteer through another health insurance plan available to the Volunteer through LVC or the Health Exchange up to the designated amount comparable to the LVC plan offered. If the Placement chooses the LVC plan, the Placement pays LVC the monthly premium and LVC enrolls the Volunteer. If the Placement offers its own plan, the Placement's health insurance, like the LVC plan, must be compliant with the Affordable Care Act.

Second-Year Volunteers

If you have accepted a Volunteer serving a second year with LVC and the Volunteer is staying at the same Placement, that Placement will pay the full cost of the health insurance premium for August. If the Volunteer is going to a new Placement, the current Placement will pay the first half of the August health insurance and the new Placement will pay for the second half of the August health insurance.

General Liability

As for all employees and volunteers, the Placement is responsible for including the Volunteer in the Placement's general liability insurance. The Placement should have coverage for "volunteers as an insured."

J. 1. Compensatory Time Off, Vacation, Holidays and Sick Leave

(3-Way Contract, I.B.1)

The Volunteer will be expected to serve 40 hours per week. The Volunteer must be given compensatory time off if the service hours exceed this amount. The Volunteer will receive a minimum of 10 days of paid vacation during the year. In addition, days off for LVC Retreats/Program Days or time off for evaluations with LVC Program Staff (see below) are paid. "Paid" means the Volunteer will still get their full stipend. Vacation days must be approved by the Volunteer's Supervisor before they are taken.

Sick leave and holidays should be given to the Volunteer in accordance with the policies of the Placement. An exception is made when sick leave and vacation are combined at the Placement and are only 10 days; in this circumstance, the Volunteer will be granted an additional minimum of 3 days for sick leave to avoid using vacation days for sick leave.

K. LVC Fall & Spring Retreats

(3-Way Contract, I.B.2)

Volunteers are required to attend all LVC Retreats scheduled throughout the course of the year. In addition, there are at least two one-on-one conversations with LVC Program Staff throughout the year for evaluation purposes. Time off for LVC Retreats and evaluation meetings with LVC Program Staff will not be counted against the Volunteer's vacation, holiday, or comp time. See the Three-Way Contract for fall and spring retreat times, and consequences for the Volunteer as a result of missing these times due to work.

If a Volunteer is asked to perform placement-related activities during retreat times, the Volunteer is expected to give one month's notice to the designated Program Staff and fill out a Retreat Absence Request Form signed by Volunteer and Placement included at the end of this handbook.

L. Volunteering and the Fair Labor Standards Act

(3-Way Contract, I.A.3)

Every year Lutheran Volunteer Corps receives questions regarding fair wages since our Volunteers work in various 501c3 and 501c4 nonprofits and receive a monthly stipend. There are some misconceptions because the FLSA is general in nature.

From the Fair Labor Standards Act: "VOLUNTEER SERVICES

The Act defines the term "employ" as including "to suffer or permit to work". However, the Supreme Court has made it clear that the Act was not intended "to stamp all persons as employees who, without any express or implied compensation agreement, might work for their own advantage on the premises of another". In administering the Act, the Department follows this judicial guidance in the case of individuals serving as unpaid volunteers in various community services. Individuals who volunteer or donate their services, usually on a part-

time basis, for public service, religious or humanitarian objectives, not as employees and without contemplation of pay, are not considered as employees of the religious, charitable and similar nonprofit corporations which receive their services.

The FLSA recognizes the generosity and public benefits of volunteering, and does not seek to pose unnecessary obstacles to bona fide volunteer efforts for charitable and public purposes. In this spirit, in enacting the 1985 FLSA Amendments, Congress sought to ensure that true volunteer activities are neither impeded nor discouraged. Congress, however, also wanted to minimize the potential for abuse or manipulation of the FLSA's minimum wage and overtime requirements in "volunteer" situations." *

There are a few instances in which a volunteer is not a volunteer. The Department of Labor (DOL) below gives guidance around questions concerning "same type of services," "same public agency," and "nominal fee," as applied to individuals volunteering.

1. The DOL has held that employees may not volunteer services to for-profit private sector employers.*
 - Lutheran Volunteer Corps requires that all placements be 501c3 or 501c4 non-profit agencies.
2. An individual performs hours of service for a public agency for civic, charitable or humanitarian reasons, without promise, expectation or receipt of compensation for services rendered. Although a volunteer can receive no compensation, a volunteer can be paid expenses, reasonable benefits or a nominal fee to perform such services.*
 - LVC Volunteers receive a monthly stipend. As written in the Three-Way Contract, LVC Participants do not expect and should not receive compensation beyond what is required by the contract, which is the monthly stipend. Our placements give our Volunteers the stipend at the beginning of each month, prior to the services being provided, because the stipend is not compensation for services rendered.
3. The individual offers services freely and without pressure or coercion, direct or implied, from an employer.*
 - This does not apply to LVC because LVC Volunteers apply to our program.
4. An individual is not otherwise employed by the same public agency to perform the same type of services as those for which the individual proposes to volunteer.*
 - LVC does not allow people who are employed by an LVC placement to be an LVC Volunteer at the same placement.

*From the Department of Labor website regarding the Fair Labor Standards Act

VI. TRAINING AND SUPPORTING THE VOLUNTEER

Volunteers come to the Lutheran Volunteer Corps with a wide range of position experience as well as a range of direct experience with urban life and injustice. Even Volunteers with little experience in these areas bring tremendous enthusiasm for the work they do and a hunger to learn more about the context in which they are working.

A. Orientation

A strong orientation provides the foundation for a strong year for the Volunteer and placement. It is important that the Volunteer receive an orientation about the agency's mission, their position responsibilities, personnel policies (including grievance policy and sexual harassment policy), and procedures. The style of this training can take many forms, but should include one-on-one time with the supervisor to discuss specifics of the position and to provide some context for the work that the Volunteer will be doing. Ideally, orientation should take place over a period of a few weeks and ongoing supervision/training should be provided on a regular basis. Some suggested

topics for this initial orientation:

- Introduce the history/mission of the organization
 - Provide copies of literature about your organization and also of standard employee documents.
- Introduce the context of the issue(s) with which the organization is involved
- Introduce other departments/personnel
 - Offer the volunteer opportunities to shadow someone at the organization – either someone in a similar position or, if there is no one doing similar work, a variety of people at the agency
- Provide a tour of the service area/neighborhood – sometimes, it is best to wait about a week so that the tour will be in the context of everything the volunteer has learned about the organization and their position.
- Provide a tour of your offices and facilities
- Technical training – phone systems, computer systems, etc
- Review the position description
 - Provide training specific to the position description (on or off site) – is there community-based training that would provide a solid foundation for the Volunteer in his/her area of service? (e.g. volunteer management, case management, organizing, curriculum development, etc)
- Go through the employee handbook together
 - Grievance Policy
 - Sexual Harassment Policy
 - Discuss lunch hour and break policies, vacation, sick leave, and comp time policy
- Make sure you know LVC retreat dates and support your Volunteer in attending these retreats even if conflicts with work events are present. (Retreat attendance is required by the 3-way contract; see specific dates in Section I.B.2 of the 3-Way Contract)
- Introduce specific position procedures (e.g. enrollment/intake, etc.)
- Talk about communication at the organization/with you as supervisor
 - Staff meetings
 - Supervision meetings (schedule the first one)
 - Who the Volunteer should contact about: stipend check, health insurance, vacations, sick time, etc.
 - Other communication

ONGOING TRAINING

If possible, it would be ideal for the Volunteer to receive ongoing training in the area of their work through conferences, workshops or meetings.

B. Regular Supervision

We know that each supervisor has their own style and that effective supervision can happen on an “as needed” basis. However, based on our experience, we recommend that you meet with the Volunteer on a regular basis. We define “regular” to mean at least once a month; preferably, once every two weeks at the beginning of the year and at least monthly toward the second half of the year, depending on the needs of the Volunteer. This provides opportunity for additional strategic planning regarding the Volunteer’s role and to talk about larger issues that may arise for the Volunteer or the supervisor. Also, regular supervision allows you and the Volunteer to build rapport and establish a communication style that helps to facilitate faster resolution of potential conflicts. A change of supervisor from that listed in the placement application must be communicated in writing to the Volunteer and LVC.

Lutheran Volunteer Corps strongly discourages dating between the supervisor and Volunteer. If dating or a physical relationship occurs between the supervisor and Volunteer, each party must immediately inform both the

LVC Program Staff and the Human Resources (HR) director or equivalent person at the Placement. If such a relationship does occur both the Volunteer and the supervisor must sign a copy of the Acknowledgement of Harassment-Free Workplace Policy Dating and Relationship Agreement (Appendix E of both Volunteer & Supervisor Handbooks). Additionally, a new supervisor will be required and assigned to the Volunteer for the Volunteer to continue at the Placement.

C. Reviews

The first review will happen in the fall and will include you, the Volunteer, and LVC Program Staff. This is a chance to see if the position description is meeting your needs and the needs of your Volunteer. Any changes in the position description need to be approved in writing by all three parties.

The second review will happen mid-year between February and April. Prior to the review, you and your Volunteer will each complete a written feedback form. We ask you to discuss these with your Volunteer. The Volunteer and LVC Program Staff will then meet to discuss the written comments.

Finally, there will also be a review between the LVC Program Staff and the Volunteer. This will happen in July and is an opportunity for the volunteer to reflect on the year. How did living by the core practices go? What were highpoints? Low points?

Supervisors should give Volunteers time off to meet with their LVC Program Staff for the midyear and year-end reviews. A sample of Fall Review Questions may be found in Appendix C.

VII. TERMINATION OF THE 3-WAY CONTRACT

Volunteers and placement supervisors sign a contract in which both agree to participate in the LVC program for a full year (the "3-Way Contract"). Before either of you breaks that contract, you and the volunteer need to discuss the situation with one another and with your LVC Program Staff Member. Should a Volunteer's service end early through change of placements or leaving the program, whether it be on the individual's or on the placement's initiative, two weeks' notice must be given to all parties involved, including the LVC staff except in cases of volunteer termination on the part of the placement. No matter the circumstances around the Volunteer's departure, the Volunteer, LVC program manager and placement supervisor should first talk in order to discuss ways of addressing concerns and improving the existing conditions. All of the following information may also be found in Section IV of the 3-Way Contract.

The following are matters that are considered a material breach that will lead to termination of this contract:

- If a Placement fails to pay the placement fee by date agreed upon in this contract or fails to fully execute an amendment hereto, establishing a payment plan which requires payment by ACH electronic funds transfer;
- If a Placement fails to pay a Volunteer as outlined in the contract or fails to fully execute an amendment hereto, which may include the assessment of additional fees for payroll services by LVC;
- If a Volunteer is terminated for cause by either the Placement or LVC; or
- If a Volunteer decides to leave the program early at their own will.

All Parties understand that LVC will not replace a Volunteer that leaves a Placement, nor is LVC responsible for securing a new Placement for a Volunteer who decides to switch or needs to leave the Placement once the program year has started. Should a Volunteer's service end early through change of Placements or leaving the program, whether on the Volunteer's or the Placement's initiative, two weeks' notice must be given to all Parties involved, including the LVC Program Staff and National Program Director.

In the event that the contract is terminated before the end of the program year, by any of the three parties, the following actions shall be taken:

Fee Refunds and Forfeits

- Refund of Placement Fee:
 - No refund of the Placement fee will be given if the contract is terminated on or after March 31 for any reason.
 - A placement fee will be refunded only if LVC or the Placement terminates the contract in cases where the Volunteer is terminated for cause or the Volunteer voluntarily leaves the program or Placement. In these cases, LVC will refund to the Placement a pro-rated amount of the Placement fee based on a 7.5 month accrual period from mid-August through March 31.
- Forfeit of Placement Fee
 - The placement fee will not be refunded in any of the following situations:
 - a. The Placement offers the Volunteer full-time employment before the end of the service year. When this happens, the Placement is also responsible for paying the Volunteer's rent for the remainder of the service year.
 - b. The Placement terminates the contract and the Volunteer's service without cause.
 - c. LVC determines that the Placement did not respond adequately when a Volunteer suffers sexual harassment or other misconduct resulting in a hostile working environment and the Volunteer is removed by LVC from the Placement.
 - d. LVC concludes that the Placement did not provide the work environment and supervision per expectations laid out in this contract and the Volunteer is removed by LVC from the Placement.
 - In situations described above in sections b, c & d, the Placement will pay the Volunteer three month's severance pay, plus continue payments for the health insurance premium for 3 months unless the Volunteer has remained on a guardian's insurance. The Placement will continue the health care reimbursement during this time, up to the \$900 limit set by this contract.

Health Insurance Coverage - Continuation of Coverage or COBRA

If LVC, the Volunteer, or Placement terminates the contract for cause, the Volunteer will be given the option to maintain their health insurance through COBRA or continuation of coverage, until new arrangements for health coverage are in place. The Volunteer will be responsible for all costs associated with this option and must pay the monthly premium in advance to maintain COBRA coverage. The Volunteer will no longer be eligible for the \$900 health care reimbursement from the Placement as set by the 3-way contract.

In some cases, the Placement will reimburse the Volunteer for three months of COBRA coverage or continuation of coverage. Some of the cases may include, but are not limited to:

- The Placement terminates the contract and the Volunteer's service without cause;
- LVC determines that the Placement did not respond adequately when a Volunteer suffers sexual harassment or other misconduct resulting in a hostile working environment and the Volunteer is removed by LVC from the Placement;
- LVC concludes that the Placement did not provide the work environment and supervision per expectations laid out in this contract and the Volunteer is removed by LVC from the Placement.

VIII. APPENDICES

Appendix A: LVC Contact Information

<p>WASHINGTON, DC (NATIONAL OFFICE) 1226 Vermont Avenue NW Washington, DC 20005 p: 202-387-3222 f: 202-667-0037</p> <p>Deborah Shepard, Operations Director, x220 operations@lutheranvolunteercorps.org</p> <p>Enger Muteteke, National Program Director x225 program@lutheranvolunteercorps.org</p> <p>A.J. Cabrera, Program Manager, Admissions, x222 admissions@lutheranvolunteercorps.org</p> <p>Sam Collins, President, x226 president@lutheranvolunteercorps.org</p> <p>NATIONAL PROGRAM STAFF - FIELD OFFICES</p> <p>BALTIMORE/WILMINGTON/DC (East Region) 1226 Vermont Avenue NW Washington, DC 20005 P: 202-387-3222</p> <p>Sue Gaeta, Program Manager x221 east@lutheranvolunteercorps.org</p> <p>CHICAGO / MILWAUKEE (Midwest Region) 1218 W. Addison Chicago, IL 60613</p> <p>Erika Dornfeld, Program Manager - Chicago/ Milwaukee p/f: 773-832-9426 chi.mil@lutheranvolunteercorps.org</p> <p>OMAHA LSC 6220 North 30th St. Omaha, NE 68111 P: 402-457-5890</p>	<p>TWIN CITIES (Midwest Region) 2235 Luther Pl, St. Paul, MN 55108</p> <p>Elizabeth Flomo, Recruitment & Outreach Manager outreach@lutheranvolunteercorps.org 612-787-8844</p> <p>Deirdre Kanzer, Program Manager twin.cities@lutheranvolunteercorps.org 612-306-2876</p> <p>BAY AREA/SEATTLE/TACOMA (West Region) 2425 College Avenue Berkeley, CA 94704 p: 510-691-4398</p> <p>Sophie Gardner, Program Manager west@lutheranvolunteercorps.org</p>
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Appendix B: Supervisor Checklist

Getting Ready for Your Volunteer

- Sign and return the three-way contract (By June 1 for Round 1, by July 1 for Round 2)
- Pay the Placement Fee to the DC office (By June 1 for Round 1, by July 1 for Round 2)
- Get W-4 from your Volunteer(s) to set up payroll
- Have 1.5 months' stipend check ready for Volunteer's first day of service on August 15th
- Sign Volunteer up for health insurance to start September 1st or let LVC know you wish to use the LVC plan
 - Call LVC's DC/national office if there will be any problems with getting your Volunteer insurance in place by Sept 1!
- Prepare orientation/training for Volunteer

Application/Matching Process

- Inquire with your Regional Director about reapplying (October - December)
- Complete and return your application by December 15th for the following program year
 - Note: you need to complete a placement organization application AND a position application for each position at your placement
- Meet Regional Director for site visit, if needed (January – early February)
- Learn if your organization is approved (mid-February)
- Interview prospective Volunteers (mid-March through June until matching is complete)

Throughout the Year

- Schedule regular supervision meetings with your Volunteer
- Be sure your Volunteer has 10 days of vacation in addition to the days off for programming days (see 3-way contract for dates)
- Contact your Regional Director if there are any changes in your Volunteer's position description.
- If using the LVC health insurance plan, send in monthly payments to DC office to cover the insurance premium.

Appendix C: Sample Fall Review Questions

1. Volunteer: What are your major areas of responsibility?
 - a. Supervisor: Anything to add?
2. (How) Does this differ from the initial position description? Do you foresee major changes in the position within the next six months?
3. Volunteer: Describe your relationship to the rest of the staff. Do you feel like a full member of the staff?
4. Volunteer: Describe how your supervisor gives you direction and support. Give an example of a time your supervisor was particularly helpful, and/or of a time when you desired more, less, or different supervision.
 - a. Supervisor: How do you feel about the supervision you are providing?
5. Volunteer: Describe your orientation to the position. What was most helpful? Do you have any suggestions for next time?
6. Supervisor: What are the Volunteer's strong points?
 - a. Volunteer: Which of your work habits or personal characteristics are most helpful? Do you have strengths that are not being used in this organization that you would like to offer?
7. Volunteer: What is the most challenging part of the position?
 - a. Supervisor: Where would you like to see (Volunteer) grow in his/her service?
8. Volunteer: What have you learned by serving with staff members or clients who are different from you in terms of race, class, gender, age?
 - a. Supervisor: Do you have any observations to add?
9. LVC's three guiding practices are social justice, simplicity, and intentional community.
 - a. Volunteer: How does your service contribute to social justice? How does it affect your life in intentional community? Your practice of simple and sustainable living?
 - i. In what ways do the three practices affect your service at your placement?
 - b. Supervisor: What effects have you noticed?
10. Volunteer: What goals do you have for the rest of the year?
 - a. Supervisor: What are your hopes for the Volunteer this year?
11. Supervisor: Do you have any feedback about LVC's contact with you thus far?
12. Any other comments or questions?

Appendix D: Retreat/Program Day Absence Request Form

This request form is to be filled out completely and returned to the LVC Program Staff, at least, *one month* before the first day of retreat. Your request will be considered after reading this form and talking with your Placement Supervisor. Retreat dates are available upon request, you received these prior to the start of your year, and your placement should not schedule work for you on those dates.

Attendance at retreats/programming days is required and part of the full experience of LVC. Retreats/program days offer time and space for community discussion and bonding, exploration and further learning about the core practices of LVC, relaxation and reflection. Missing a retreat or program day is not only detrimental to your continued growth, but also creates an absence in your house community and the larger LVC community. Your absence also affects planning for logistics like transportation, food and lodging. Since attendance at retreats and program days is something you have agreed to in your 3-way Contract we consider missing all or part of them similar to missing a day at your placement site.

Your absence from all or part of retreat may mean one or more of the following: an assignment for sessions missed, an additional meeting with a LVC Program Staff and/or housemates to discuss the missed sessions, or a deduction from your end of year reimbursements.

Volunteer Name:
LVC House:
Date(s) of the retreat/program day you will be missing:

Why will you be missing the retreat/program day?

- Placement-related reasons
 - Placement Supervisor needs to sign below to indicate they understand that because of missing this program day, the Volunteer may need to meet with LVC Program Staff and/or have an alternate day away from the placement to complete assigned make-up material.
- Personal reasons
 - Placement Supervisor needs to sign below to confirm that the Volunteer has requested vacation days/comp time for the dates above, as if the Volunteer is not participating in the LVC programming days, they need to request those day(s) as vacation/comp days from the Placement.

Details of why you will miss the retreat/program day:
If you are missing only part of retreat/program day and plan to come late or leave early, how will you get to retreat? What day and time will you arrive or leave?

Volunteer Signature: _____

Placement Supervisor Signature: _____

Date: _____

Appendix E: Acknowledgment of Harassment-Free Workplace Policy & Dating and Relationship Agreement

Lutheran Volunteer Corps does not tolerate unwelcome or offensive conduct or conduct that creates a hostile work environment that is in any way based upon race, color, sexual orientation, gender identity, religion, military discharge, sex, national origin, age, disability, or any other characteristic unrelated to the ability to perform the essential functions or basic tenets of LVC, or any bona fide occupational qualifications.

In addition, Lutheran Volunteer Corps does not tolerate sexual harassment, which is a form of unlawful discrimination. Unwelcome sexual advances, subtle or overt requests for sexual favors, and other verbal or physical conduct of a sexual nature including demeaning jokes, unwelcome touching, or displaying sexually explicit material violate LVC's policies when:

- a. submission to such conduct is made, explicitly or implicitly, a condition of a Volunteer's work at the Placement;
- b. submission to or rejection of such conduct by a Volunteer is used as the basis for continuation at the Placement; or
- c. such unreasonable conduct interferes with a Volunteer's work performance or creates an intimidating, hostile or offensive working environment.

We, the undersigned, have entered into a personal relationship with each other. We have read and understand Lutheran Volunteer Corps' Harassment-Free Workplace Policy, which is outlined above, and we agree as follows:

1. Our relationship is entirely voluntary.
2. Our relationship will not have a negative impact on our work.
3. We will not engage in any public displays of affection or other behavior that creates a hostile work environment for others, or that makes others uncomfortable.
4. We will act professionally towards each other at all times, even after the relationship has ended.
5. We will not participate in any organizational decision-making processes that could affect the other's pay, promotional opportunities, performance reviews, hours, shifts, or career.
6. We will inform the Placement and Lutheran Volunteer Corps immediately if the relationship ends, or if the conduct or advances of the other person are no longer welcome.
7. We agree that, if the relationship ends, we will respect the other person's decision to end the relationship and not pursue that person or seek to resume the relationship or engage in any other conduct towards the other person that could violate the Harassment-Free Workplace Policy.
8. We understand that, after the relationship ends, one of us may choose to date others in the workplace, and that we will not react with jealousy or spite or in any manner that is less than professional with respect thereto.

Dated this _____ day of _____, ____.

Volunteer Signature

Supervisor Signature

Appendix F: LVC Volunteer Community Standards Policy

The mission of Lutheran Volunteer Corps, a community of faith, is to unite people to work for peace with justice. To effectively accomplish LVC's mission, it is crucial that all the members of the LVC community share a set of behavioral standards while working, living, learning and growing together. Members of the LVC community agree to abide by LVC's governing documents. Each specific part of the LVC Community (e.g. Board, Volunteer household communities, Staff, Local Support Committees) has its own applicable set of roles, responsibilities, and policies. The following standards are agreed to by all the members of the LVC community.

A special note to LVC Volunteers: During the first few months of the LVC year, Volunteers will create a specific covenant as a household where they will further define their common household expectation for community living. These Community Standards, in addition to the other policies outlined in the Volunteer Handbook, will serve as the foundation for your household community covenants.

LVC community will be formed and sustained with the following in mind:

I. Commitment to the Core Practices

Members of the LVC community commit to building a sense of shared purpose around the core practices of building intentional community, working for social justice and living simply and sustainably. Recognizing that each of us understands and expresses the three core practices differently, members commit to discussing their views and learning from each other.

II. A commitment to welcoming each other's gifts and accommodating each other's needs, including:

- Dietary requirements
- Physical/medical needs
- Personal space
- Spiritual practices

III. Respect for all persons: Honoring individual differences, including:

- Economic background
- Ethnicity
- Gender identity
- Nationality
- Race
- Religious background and practice
- Sexual orientation
- Ability/Disability
- Age

LVC will not tolerate harassment, racial or ethnic epithets, slurs, derogatory, disrespectful or degrading remarks or threats to physical or emotional safety by anyone in the LVC community.

IV. Individual and Group Integrity

Members of the LVC community are expected to be fair, honest and ethical and assume responsibility for one's actions. They are expected to provide an environment that encourages and supports open sharing of information, empowerment and shared responsibility for decision-making. In our words and actions, we seek non-violent resolution of conflict and just treatment for all.

Name _____

Signature _____ Date _____

Appendix G: Names and Meanings of LVC House Communities

Ella Baker was an African American civil rights and human rights organizer and activist whose career spanned over five decades. Throughout her lifetime, she worked with several civil rights organizations including the National Association for the Advancement of Colored People (NAACP), the Southern Christian Leadership Conference (SCLC), the Student Nonviolent Coordinating Committee (SNCC), and the Southern Conference Education Fund (SCEF). (Oakland, CA)

Beth Shalom, in Hebrew, means **house of peace**. (St. Paul, MN)

Dietrich Bonhoeffer was a German Lutheran pastor and participant in the German resistance movement against Nazism during WWII. Theologically, he was noted for outlining a need to talk about God in a secular language appropriate for a 'world come of age.' (Washington, DC)

Dag Hammarskjöld, a Swedish diplomat and the second secretary general of the United Nations, had a deep commitment to the cause of peace and a rich personal spiritual life. (Washington, DC)

Dorothy Day, a devout member of the Catholic Church, became known for her social justice campaigns in defense of the poor, forsaken, hungry, and the homeless. She co-founded the Catholic Worker Movement in 1933, advocating nonviolence and hospitality for the impoverished and downtrodden. (Milwaukee, WI)

Emmaus was the road on which Jesus walked, after his resurrection, with two disciples who at first did not guess his identity. After he blessed bread and broke it, they recognized him, and he vanished. (Luke 24:13) (Washington, DC)

Carter Heyward was ordained as a priest in 1974 before the Episcopal Church allowed women to be ordained. A few years later, she also came out as a lesbian. Today she is a prominent theologian. (Chicago, IL)

Hillstrom House, renamed by the Lutheran Service Corps (LSC) in honor of Alice Hillstrom and her investment in the mission and community of LSC, her work with the Red Cross during WWII, and her service to the Lutheran community of Omaha. In 1994, two years after Lutheran Service Corps' first volunteer came to live and work in Omaha, LSC received a gracious donation from Alice Hillstrom to purchase the old convent we were renting. (Omaha, NE)

Imani means faith in Swahili, and is the seventh night of Kwanza. In the rhythms of life North Minneapolis, we keep faith with our neighbors. (Minneapolis, MN)

Koinonia comes from a Greek word (κοινωνία) that means **communion by intimate participation**. Koinonia – Communion, Community, Relationship, and Full Participation. (Wilmington, DE)

Louise Robertson, a very active member of the Queen Anne Evangelical Lutheran Church and local artist in Seattle, WA, had a career in public health and mental health nursing work. Her life and work challenged all to remain committed to lifelong learning and growth.

Nelson Mandela, imprisoned at Robben Island in South Africa for 27 years, rose to become the country's first black president from 1994 to 1999. His government focused on eradicating apartheid by dismantling institutional racism and fostering racial reconciliation.

Miriam led the women of Israel in a song and dance of celebration after the Israelites' deliverance from the Egyptians. (Seattle, WA)

Óscar Romero, an archbishop of the Roman Catholic Church in El Salvador, witnessed numerous violations of human rights and began a ministry speaking out on behalf of the poor and victims of the country's civil war. In 1980, he was assassinated by gunshot while consecrating the Eucharist during mass. His death finally provoked international outcry for human rights reform in El Salvador. (Chicago, IL)

Simunye, a Zulu word, means **we are one**. (Baltimore, MD)

Sula means **peace** in Pashtu, a language spoken in Afghanistan. (Seattle, WA)

Paul and Sheila Wellstone were known for their political work for peace and justice, but in 1996, U.S. Senator Paul Wellstone voted in favor of the Defense of Marriage Act. He later asked his supporters to educate him and by 2001, Wellstone admitted that he had made a mistake. We too make mistakes, but through learning from each other, we are made stronger. (Minneapolis, MN)

Ubuntu is a sub-Saharan ethic, roughly translating into **humanity towards others**. It is seen as one of the founding principles of the new republic of South Africa. (Seattle, WA)

In Sioux and Dakota, **Winona** means **strong woman**. At the time of its naming, this LVC house was located in a neighborhood with a large Native American population, and its founding members were all women. (Minneapolis, MN)

Over the years, LVC has grown and expanded to new cities and houses. For this reason, there are several years in which we have the **New House** as one of our volunteer houses. The individuals who live in the New House during its first year have the honor of choosing the house's permanent name.